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1903-1982



*The
History
of*



**Fort
Benjamin
Harrison**

**A HISTORY
OF
FORT BENJAMIN HARRISON
1903-1982**

**by
Stephen E. Bower**

**Command History Office
US Army Soldier Support Center
Fort Benjamin Harrison, Indiana
June, 1984**



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FOREWORD

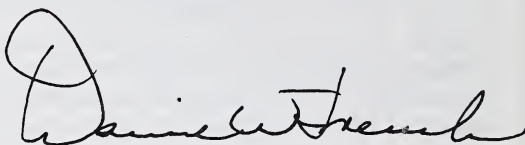
When the US Army Soldier Support Center was established in July 1980, it marked another significant event in the history of Fort Benjamin Harrison. Like Army installations of comparable age, Fort Harrison has an interesting history that charts a significant part of American military development in the Twentieth Century. Established by Congress in 1903, Fort Harrison has been employed for a wide range of war-time and peace-time missions since the first troops garrisoned the post in 1906. Each of these missions is indicative of different stages of the Army's development between 1900-1982.

To the best of our knowledge, this volume provides the first substantive history of Fort Benjamin Harrison. The lack of any previous such volume is particularly unfortunate considering the number of people who have been involved with the Army Post since 1903. Thousands upon thousands of soldiers passed through Fort Harrison's gates prior to 1950. Many of these troops either belonged to one of the infantry regiments which garrisoned the post during peace-time, or passed through enroute to one of the two major wars of our time. Tragically, some were the many wounded and sick, who returned from oversea to large Army hospitals established at Fort Harrison during World Wars I and II. After 1950, Fort Harrison became the training base for the Adjutant General and Finance Corps', and other Army personnel support agencies. Also during this time, the post became the official "Home of the Army Dollar" when the Army Finance Center transferred from St. Louis, Missouri in 1953.

Located in the heart of Indiana, Fort Harrison also has played more than a casual role in the social and economic development of Indianapolis and Marion County. The developmental role of the post inextricably links the history of Fort Harrison to the history of the community of which it has been a part. The people of this area, especially those who have been employed at the Fort, have contributed in no small way to the fortunes of this post. For without the support of civilian employees, the ability of the Army to conduct its business would have been limited severely. We dedicate this volume to the civilian segment of our work force also.

This is a fine example of the worth of command history. Not only does it serve the interests of the past, it serves the interests of the present. The *History of Fort Benjamin Harrison: 1903-1982* is both educational and informative. It bridges past and present, providing depth to the life of our community which all too often is lost in the pressure of immediate circumstance. We believe this volume to have enduring worth. Hopefully, it will be read, enjoyed, and appreciated by many.

Fort Benjamin Harrison, Indiana
30 June 1984

A handwritten signature in black ink, reading "Daniel W. French". The signature is fluid and cursive, with a large initial "D" and a stylized "F".

DANIEL W. FRENCH
Major General, USA
Commander
US Army Soldier Support Center

PREFACE

The history of Fort Benjamin Harrison from 1903-1982 contains a number of interesting dimensions only one of which is the subject of this volume. This brief study pretends only to present a documented narrative of the major command activities that have marked the post's history through nearly eighty years of the Twentieth Century. During this time Fort Harrison was used primarily as a home for infantry regiments while more specialized assignments came to the post after World Wars I and II.

Both professional historians and casual readers of history will learn from the pages that follow. Historians will be interested in the description of Army life at Fort Harrison as an example of the military past, as a point of departure for more detailed studies of military history, and as a rough record of American military development in recent history. The casual reader will welcome the opportunity to learn about a previously undocumented but important facet of Indiana and Marion County history.

Perhaps the study's greatest value is that it stands as a permanent record for the thousands of American soldiers and citizens who have served the military at Fort Harrison and recall their time at the post as only a brief experience but one that is worth remembering.

**Stephen E. Bower, Ph. D.
Command Historian, SSC**

ACKNOWLEDGEMENTS

The author is indebted to a number of people not mentioned in the formal text. I wish to thank Major General Daniel W. French and Colonel Robert N. Waggener, Commander and Deputy Commander of the Soldier Support Center and Fort Benjamin Harrison, for recognizing the need for such a project and for affording me the opportunity to do it. I am grateful to Helen Rhodes, former curator of the Finance Corps Museum at Fort Harrison, for the research she completed on the history of Fort Harrison before her retirement. Sally Spriggs, the Soldier Support Center's Public Information Officer, made the historical files of the Public Affairs Office available to me and provided early direction for the research phase of the project.

Historical research is never conducted without assistance from others. The staff of the Indiana State Library--Indiana Room were patient with my questions and with my numerous requests for volumes from distant library shelves. Documentation for Civilian Conservation Corps and prisoner of war activities at Fort Harrison was difficult to obtain. Personal interviews with Mr. Herb Hines and Mr. Fred Brookins, members of CCC Company 3550, provided me with a detailed description of the specific work projects completed by the CCC at Fort Harrison from 1936-1938. Mr. Earl Smith, a member of the Eleventh Infantry Regiment from 1928-1939, also shared with me some of his knowledge about Fort Harrison's past. From 1940-1971 he served as the Post's Chief Electrician and Chief of Billeting and Grounds. I am especially grateful for his vivid memory of prisoner of war work projects at Fort Harrison during World War II.

Shirley Startzman, Assistant Editor of the *Soldier Support Journal*, edited the early drafts and provided invaluable assistance in readying the manuscript for printing. Chapters I-V profited from the careful reading of John Romjue of the U.S. Army Training and Doctrine Command History Office. Dr. George Spies of the Communicative Arts Division, the Adjutant General School, Fort Benjamin Harrison, volunteered similar services for Chapters VI-IX. The Word Processing Department of the U.S. Army Institute of Personnel and Resource Management, Fort Benjamin Harrison deserve a special thank you also for the prompt manner in which they typed each draft. I also extend my gratitude to the U.S. Army Field Printing Plant, Fort Benjamin Harrison, Indiana for their superb technical assistance in readying the manuscript for publication.

S.E.B.

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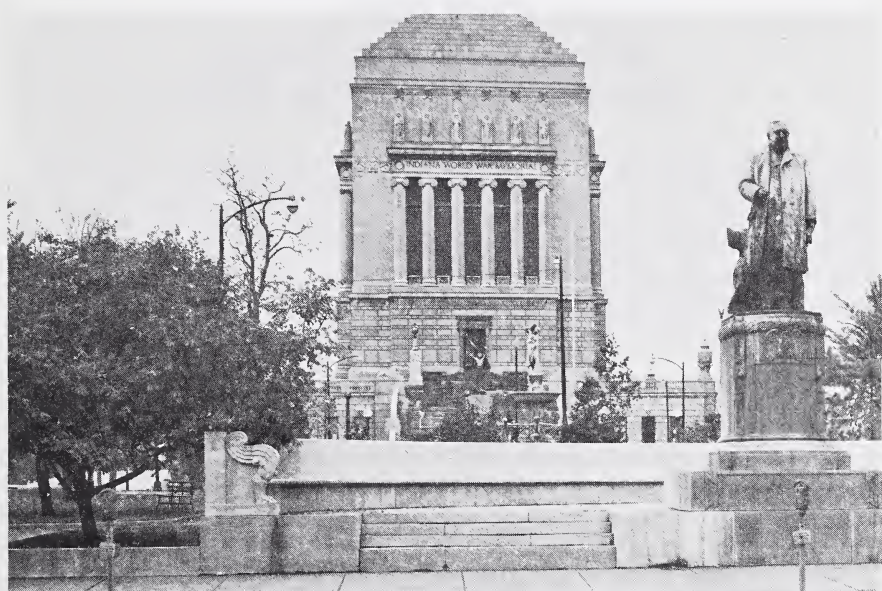
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Benjamin Harrison Statue, University Park in Downtown Indianapolis. The Indiana World War Memorial is in the background.

CHAPTER I

THE ESTABLISHMENT OF FORT BENJAMIN HARRISON

When Fort Benjamin Harrison began receiving troops for the first time in 1906, they immediately became aware that the designers of the new Post intended it to be a kind of memorial to the heroes of the Spanish-American War of 1898. Nearly every street on the post had been named after a famous American military leader of the recent war with Spain. While the streets of Fort Harrison documented American participation in the war, the post itself, was born from the turn of events precipitated by the Spanish-American War.

The Spanish-American War was truly a turning point in American military history. The conflict with Spain provided the final impetus that thrust the United States onto the world scene and into the arena of international politics. Prior to the war with Spain, Americans possessed very little sense for what existed beyond their borders. Nothing had diverted American attention from its internal development until the war with Spain and the acquisition of "empire" elevated national interests onto a plane equal to domestic ones. The acquisition of Cuba, Puerto Rico, and Guam, and the purchase of the Philippines from the Spanish had extended American influence beyond the imagination of a previous generation of Americans. This development, among others, forced Americans to begin to deal with politics from an "American" perspective rather than from a collection of isolated regional, state, and local identities, each with distinctive interests of its own.

The growing commitment to broader concerns generated discussion over the expansion and improvement of the military establishment for the protection of "American interests." Without the power to enforce its will internationally, American could only hope to ward off its competitors with mere rhetoric. Most agreed with the famous naval theorist Alfred T. Mahan when he proposed that "our rights should depend on the will of no other state, but upon our own power to enforce them . . . (America) must accept the responsibility of a great place among nations."

The result of these concerns was the determination of military reformers to establish the basis for a truly "National Army" that was not dependent on the will of the separate states for deployment. As understood by the reformer, the new Army would serve American interests, not state and local interest, and would greatly enhance the Federal Government's ability to act quickly and efficiently in international matters. Fort Benjamin Harrison was to become one of the new homes for an expanded National Army of nearly 100,000 men.¹

In March of 1901, Lieutenant Colonel Russell B. Harrison returned home to Indianapolis from the Army and to attend the funeral of his father, Benjamin Harrison, twenty-third President of the United States. While preparing to resume his civilian life, he learned that the War Department was beginning to phase out of existence the U.S. Arsenal at Indianapolis. The Arsenal had been a permanent fixture of Indiana military life since Governor Oliver P. Morton had ordered its construction to supply Indiana troops during the Civil War. Sixteen years later, on the eve of the American entry into World War I, Harrison described his feelings concerning the Arsenal's demise:

I felt strongly that the Arsenal, in view of its remarkable efficient service record from 1861 to 1865, and the State's brilliant record in aiding to maintain the Union of the United States, and the abolishment of slavery, should not be abandoned but should be converted into a permanent military post of our Army, thus continuing for Army use this nature beautiful tract of land and the large buildings thereon.²

Harrison's concern prompted him to take action, and he began to give "immediate and earnest attention" to the matter.³

Mr. Harrison's first task was to appear before a military board chaired by Lieutenant General Nelson A. Miles, Commanding General of the Army, responsible for the disposition of arsenals throughout the United States. In late 1901 he headed to Washington D.C. to present his case. Apparently, Harrison's arguments were convincing since the board shortly thereafter submitted a report to the War Department, dated February 4, 1902, recommending the conversion of the Arsenal to a battalion military post. The plan was eventually approved by the Secretary of War who undoubtedly was interested in any measure of this type that would create homes for an Army that had doubled in size during the years 1898-1902.⁴

Arrangements were then made to alter the existing buildings on the Arsenal grounds to accommodate four companies of the Third U.S. Infantry which had been ordered to Indianapolis from duty in the Phillipines. Immediately after the troops arrived however, a persuasive contingent of Indianapolis citizens voiced their disapproval to having troops quartered so near the city. Not to be deterred, Russell Harrison took advantage of the moment and initiated a plan to sell the Arsenal grounds and with this money purchase a larger tract of land to establish a permanent regimental post adjacent to the city. Eventually, a group headed by Harrison was able to sell the grounds to the city of

Indianapolis for \$154,000 for the establishment of a "large educational institution.."⁵

With the funds from the sale of the Arsenal, a tract of land southwest of Indianapolis was purchased for military development and on March 3, 1903 an Act of Congress formally established the military reservation. However, soon after the purchase of this land an Army Board determined the location unsuitable for military use. This event led to the purchase of the tract of land on which Fort Benjamin Harrison now stands. Situated northeast of Indianapolis near the town of Lawrence, the plot, according to Harrison's glowing description, possessed great potential as a military reservation:

*There are magnificent first growth forest trees which have been carefully preserved; there are running streams; there are rolling land and moderate hills; green valleys and level fields all of which make a terrain well adapted for military post purposes and Army maneuvers.*⁶

Until the purchase of the land for military use, the area's only claim to reputation stemmed from the presence of the famous Minnewan Springs whose water was believed to have possessed "wonderful curative powers" due to its valuable mineral properties.⁷

The purchase of the land, though, did not pass without complication, and, indeed, at one point it looked as if Marion County was going to lose the Fort to another location. One of the farmers from whom the government intended to purchase the land unexpectedly raised the price of his acreage \$5,600 over the amount appropriated for the purchase. While this may have been a wise business maneuver on the part of the land holder it proved to be an unnerving experience for Indiana Congressman Jesse Overstreet, who had been negotiating with the government to secure the Fort for Marion County. Issued a government ultimatum to come up with the \$5,600 difference or else, Congressman Overstreet quickly telegraphed W. C. Bobbs, head of the Merchants Association of Indianapolis to enlist the Association's assistance. Bobbs summoned his directors and they voted to provide the dollar difference that ultimately saved the proposed military installation for Indianapolis.⁸ With the additional funds raised by the Association, the total cost of the 1,994 acres came to \$279,238.01.⁹ On June 28, 1904, the War Department issued General Order No. 117 announcing the purchase of land for "military purposes . . . situated in Marion County, Indiana about nine miles northeasterly from Indianapolis."¹⁰

Naming the New Fort

The War Department apparently had intentions of naming the new fort after Benjamin Harrison, a native of Indianapolis and twenty-third President of the United States, in 1902 shortly after the decision to convert the Arsenal to a military post. Because of the circumstances delaying the establishment of the reservation, the Secretary of War did not officially announce this decision until after construction on the post began in early 1906. Writing to William Loeb, Jr., President Theodore Roosevelt's private secretary, in a letter dated April 19, 1902, Russell B.

Harrison urged Loeb to present his request to the President to name the new post after his father who had died the preceding year:

William Loeb, Jr.

Washington, D.C.

My Dear Sirs-

You will recall my suggestion made last December, that it would be greatly to the benefit of President Roosevelt, and produce in increased friendly and kindly feeling toward him in Indiana, if he would name the new Army post in Indianapolis, "Ft. Ben Harrison", as an honor to my father. The time is at hand for naming the post, as troops have been ordered to this city, and will be quartered in the abandoned U.S. Arsenal buildings and grounds within a very short time.

I therefore renew the suggestion, and ask you to first read, and then present the enclosed letter to President Roosevelt, repeating all I said to you personally, about the matter last December.

If the idea meets the approval of the President, you can then make the announcement through the associated press representative at the White House, that President Roosevelt directed that the name be given to the post as mark of respect and honor to my father, Indiana's soldier President. If it should not meet his approval, he will not be embarrassed, as I shall not mention the matter.

Yours very truly,

Russell B. Harrison

Action was soon in coming for in a personal note, dated April 22, 1902, addressed to the Secretary of War, Elihu Root, President Roosevelt requested that the fort be named after Benjamin Harrison:

To the Secretary of War:

I learn that there is to be a new fort at Indianapolis, I should very much like to have it called after Benjamin Harrison. Can this be done?

T. Roosevelt

At the bottom of the page of the same note, Secretary Root concurred in his own handwriting that if the new fort was authorized "let it be named 'Fort Benjamin Harrison.'"¹¹ Four years later after visiting President Roosevelt, Harrison recalled that he was "pleased and gratified to have him inform me that he had given consideration to the matter of a name for a new Army post and that in his opinion nothing could be more fitting and merited than to name the post 'Fort Benjamin Harrison' after his friend and predecessor."¹² Roosevelt's quick initial response in 1902 to

Harrison's request may have been incited by his political ties to the former President from Indiana. Although Roosevelt and Harrison seemed to part politically in Harrison's later years, Roosevelt had worked closely with Louis T. Michener, Harrison's campaign manager, to secure the 1888 Republican Presidential nomination for Harrison. Harrison later rewarded Roosevelt for his loyalty by appointing him to the United States Civil Service Commission in 1889.¹³

Why Russell Harrison otherwise took such an interest in military matters as a civilian is open to speculation, but there is some evidence that he relished his brief military career and that it was to have had a lasting effect on his life. Commissioned a Major by President McKinley for service in the Spanish-American War, Harrison spent three years in the regular Army as part of the American occupation forces in Cuba and Puerto Rico. While supervising the evacuation of Spanish troops from Cuba, Harrison demonstrated that he too had contracted the martial spirit so characteristic of his time. Ignoring an agreement with the Spanish government, Major Harrison raised the American flag over Fort Atares in full view of the people of Havana, inciting Cuban hatred and endangering the lives of the Spanish troops who were yet to be evacuated. Major General Lee, Harrison's commanding officer, reprimanded him and ordered the flag lowered. Harrison reported to headquarters that the flag had been lowered, but newspaper accounts reported the flag waving above the Fort for several days thereafter.¹⁴ Years later as American sentiments were being mobilized for entry into World War I, Harrison once again expressed his zeal for military affairs when he publically criticized the Indianapolis School Board for refusing to allow the Shortridge High School gymnasium to be used for military drill.¹⁵

While the above explanation may not be the only one for Russell Harrison's dogged determination to bring the new fort to Marion County, it remains the most plausible in light of Harrison's rapidly deteriorating relationship with his father during the last months of Benjamin Harrison's life. Forever resentful of his fathers' marriage to Mary Scott Dimmick, the niece to Benjamin Harrison's late first wife, Caroline, Russell Harrison never tried to repair the broken relationship between them prior to his father's death in 1901. Largely neglected and in many minds insulted by his father's will and testament, the source of inspiration that drove Russell Harrison to establish Fort Harrison in Marion County probably was not drawn from any dedication to provide a living monument to his father's greatness.¹⁶

Footnotes

1. In 1899 President William McKinley appointed Elihu Root Secretary of War. Root Initiated a series of reforms between 1900 and 1903 that gave the United States essentially a new Army. The gist of his reforms is as follows:
 1. Enlarging the regular army to a maximum 100,000 soldiers.
 2. Passage of the Dick Act of 1903 that provided for Federal supervision of the National Guard.
 3. The creation of the Army Staff College at Fort Leavenworth, Kansas and the Army War College at Washington as the major components of an officer training system.
 4. Replacement of the former commanding general of the Army with a General Staff headed by a Chief of Staff who became the Military Advisor to the Secretary of War.

For a more detailed account of the Root reforms consult *From Root to McNamara: Army Organization and Administration, 1900-1963*, James E. Hewes, Center for Military History, Washington, D.C., 1975, pp. 6-12 and *American Military History*. Maurice Matloff, general editor, Office of the Chief of Military History, Washington, D.C., 1969, pp. 346-52.

2. Russell B. Harrison, "Souvenir 8th and 9th Provisional Regiment, Citizens Training Camp, Fort Benjamin Harrison, Indiana, 1917," p. 20.
3. Ibid, pp. 20, 22.
4. Marvin A. Kreidberg and Merton G. Henry, *History of Military Mobilization in the United States Army: 1775-1945*, Department of the Army Pamphlet, No. 20-212, Department of the Army, Washington, D.C., 1955, p. 202.
5. Harrison, p. 22; the Arsenal land was sold to the trustees of the Winona Agricultural and Technical Institute on March 16, 1903.
6. Ibid, p. 26.
7. "Season's Greetings, Fort Benjamin Harrison Station Hospital , 1933, p. 17. The original owner of the land, Abraham Vines, sold the three springs to the Minnewan Springs Company in 1863. The Company developed the area, which included the construction of a bath house, and turned the spot into a favorite resort for people of the city. The Springs are located on the original Station Hospital Grounds which in 1983 is the location of the Headquarters building, U.S. Army Soldier Support Center and Fort Benjamin Harrison.
8. The names signed to the "Guarantee Fund Agreement" read like a who's who of Marion County history. A partial listing of Merchants Association members who contributed to the fund included the names of Bobbs, Ayres, Wasson, Strauss, and Marott. Copies of the Fund Agreement and the cancelled Merchant's Association Check for \$5,600 are on file in the Command History Office, Soldier Support Center - Fort Benjamin Harrison, Indiana.
9. The original purchase of aroximately 1,994 acres was supplemented by 423 acres in 1908 and 1909 to give the military access to the "Big Four Railroad," just south of the post. U.S. Statutes at Large, Vol. XXXV, Part I, "Appropriations of May 27, 1908," 60th Congress, 1907 - 1909.
10. A copy of G.O. 117 is on file in the Command History Office, Soldier Support Center and Fort Benjamin Harrison.

11. A copy of this letter is on file in the Command History Office, Soldier Support Center and Fort Benjamin Harrison.
12. Harrison, p. 26. On June 16, 1906 War Department General Order 107 designated the "new military post near Indianapolis, Indiana" Fort Benjamin Harrison.
13. Clifton J. Phillips, *Indiana in Transition: The Emergence of an Industrial Commonwealth, 1880-1920*. Indiana Historical Bureau and Indiana Historical Society, Indianapolis, 1968, p. 87.
14. J. J. Perling, *Presidents' Sons*, Odyssey Press, New York, 1947, p. 243.
15. *Indianapolis Times*, April 4, 1917, p. 4, c. 4.
16. Two years before his death when he drew his will, Benjamin Harrison held aspirations of fathering another son because he stipulated in the document that "if a boy shall be born to me he shall bear my name, and my sword and sash shall be given to him instead of my son Russell." Perling, p. 244.

CHAPTER II

FORT BENJAMIN HARRISON: HOME OF INFANTRY REGIMENTS, 1906-1917

From the very beginning in 1906, the people of Indianapolis proclaimed the economic value of the post to the city. The annual trade generated by the Fort's presence and the job opportunities for civilians were two tangible benefits derived from the military investment in Marion County. One writer of an Indianapolis periodical estimated in 1910 that "\$657,000 annually comes to the business houses of Indianapolis and the farmers in the immediate vicinity of the post."¹ Added to the permanently stationed soldiers at Fort Harrison were the National Guard troops brought in periodically to maneuver with Army regulars. Together, this group represented a considerable source of income for the mercantile interests of the city, even in the early years of the Fort's history. As construction of the Fort began in 1906, several local contractors became the recipients of a goodly portion of the estimated one million dollars required to build the post facilities.²

The original construction of Fort Benjamin Harrison was once described by an enthusiastic journalist as a "military city housed in thirty beautiful buildings of brick and stone, set on a horseshoe curve, with a parade ground in the center."³ The American victory over the Spanish was celebrated at the new post by attaching such familiar names as Lawton, Wheeler, Shafter, and Funston to major thoroughfares.⁴

The street encircling the parade ground was named for Major General Henry Ware Lawton, a Hoosier who lived much of his life in Fort Wayne, Indiana. General Lawton distinguished himself in the battles of El Caney and Santiago, Cuba and later lost his life in December of 1899 taming the insurgent uprising in the the Philippines. The street cutting through the northern portion of the parade ground from Lawton Loop on the west to the present day Hess Avenue on the east was named after Brigadier General Frederick Funston, who daringly carried out a plan that led to the capture of Emilio Aquinaldo, the leader of the Filipino insurrectionists.

Major General "Fighting Joe" Wheeler, ex-Confederate Civil War General was remembered for his dashing exploits at San Juan Hill when the founders of Fort Harrison named after him the road running north and south on the extreme western edge of the post. This road was later renamed Glenn Avenue after a former Fort Harrison Commander. Wheeler's name was then given to the road cutting north and south through the center of the post between Shafter and Otis Avenue. William R. Shafter, Commanding General of the American forces in Cuba, was honored when the avenue running east and west on the northern edge of the post was named for him.

One of the previously mentioned reforms of the 1900-1903 period that was to have an immediate impact on the history of Fort Benjamin Harrison was the Militia Act of 1903, more commonly referred to as the "Dick Bill". This piece of legislation was intended to increase Federal influence over the operation of the state controlled National Guard. And, although the National Guard remained basically a state organization, the bill did forge a closer relationship between the regular Army and the Guard by coordinating the training of the two organizations.⁵

Shortly after construction on the Post began in 1906, Fort Harrison was named as one of seven concentrated training grounds for joint maneuvers of the Regular Army and the National Guard.⁶ The Federal Government had appropriated nearly \$700,000 to pay the expenses of the National Guard units who would participate in these exercises.⁷ Governors from Wisconsin, Michigan, Illinois, Indiana, Ohio, West Virginia, and Kentucky were invited to send their units to Fort Harrison.⁸

Even though participation was voluntary, there appeared to be widespread support for this program. Nearly 20,000 troops gathered in the summer of 1906 for military maneuvers on a grand scale at Fort Harrison. National Guard units from Indiana, Ohio, Kentucky, Michigan, West Virginia, and Illinois trained with the 27th and 28th U.S. Regiments and a battalion of the 4th U.S. Regiment.⁹ Some states did refuse to participate in the program and continued to conduct their own independent camps, but considering the long standing American distrust of federal intervention into matters considered local, the program had to have been considered a success.¹⁰

Activity of this kind continued at Fort Harrison until construction was completed in 1908 and the post had been readied to quarter Regular Army troops. Historically, the joint maneuvers of the Regular Army and the National Guard represents, in part, one of the initial attempts to follow through on the reform ambitions of the 1900-1903 period. The early attempts to define a National Military policy were, by today's standards, rather weak, but they did establish the precedents out of which a stronger more federally directed military policy would grow.

Tenth Infantry Regiment

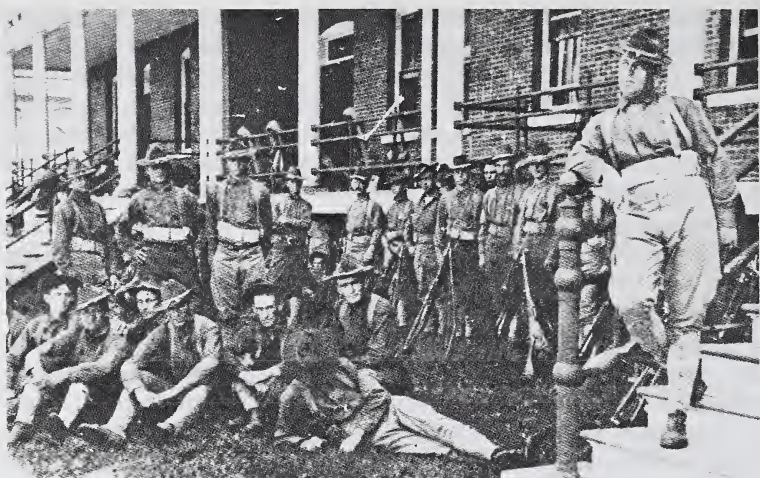
In July 1908, Colonel Henry Greene telegraphed Major General William H. Carter, Commander Department of the Lakes,¹¹ that the 10th

Infantry Regiment under his command had arrived at Fort Harrison without complication to begin garrison duty. Greene and the 10th had just completed two years of service at Fort Seward, Alaska.¹² Upon arrival the troops remarked that their greatest challenge would be adjusting to the climate change. Apparently, the heat and humidity of a typical Indiana summer was a far cry from the occasional 75 degree below zero winter nights that characterized the 10th's stay in Alaska.¹³

The 10th Infantry brought a distinguished record to Fort Harrison. The Regiment was permanently organized in 1855 at Carlisle Barracks, Pennsylvania, but the unit's early activity was centered in the western United States in a variety of campaigns against the Indians.¹⁴ One of the more interesting engagements for the 10th during this time was serving with the military expedition of 2,500 men that marched against the Mormons in Utah to compel compliance with federal law. The so-called "Mormon War" was virtually bloodless and ended in a compromise. During the Civil War, the Regiment was decimated by the battles of Chancellorsville and Gettysburg, losing all but 128 of its original number. The 10th was revived in later years, participating in the Spanish-American War as part of General Shafter's Cuban expeditionary force.¹⁵

As the first Regiment to quarter at Fort Benjamin Harrison, the 10th Infantry became responsible for continuing to develop a closer working relationship between the Regular Army and the regional National Guard units. The War Department's plan to coordinate training of the Regular Army with the Guard occupied much of the 10th Infantry's time during its tenure at Fort Harrison. National Guard units were frequent visitors to Fort Harrison, maneuvering and training with the resident soldiers.

Officers of the National Guard received special instruction at Fort Harrison. Under the tutelage of 10th Infantry instructors, Guard officers were trained in "the care of the rifle, duties of the soldier, formation of the company, rations and paperwork, exercises in giving commands, military deportment, close and extended order drill, patrols and advance and rear guards."¹⁶ Instructors were well qualified, having completed at least 15 years of service or having graduated from the Army School of the Line, Fort Leavenworth, Kansas.¹⁷



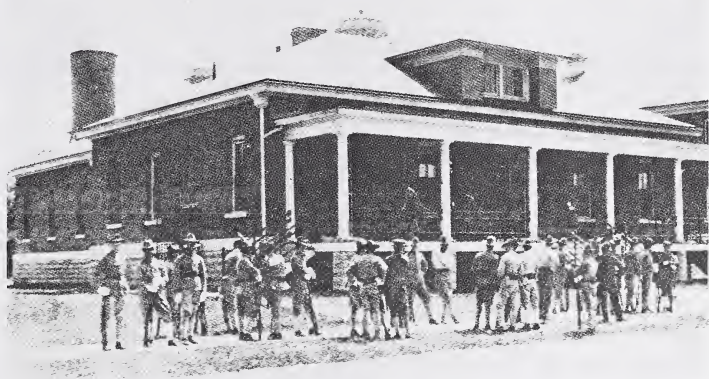
Men of the 10th Infantry Regiment gathered in front of one of the barracks bordering the parade grounds. The 10th Infantry garrisoned Fort Harrison 1880-1912.



Captain Breckinridge, Commanding Officer Company B, 10th Infantry Regiment.

Just prior to the 10th's departure from Fort Harrison, Colonel Greene indicated he had been pleased with "the station" and that he and his officers had "received the kindest and most hospitable treatment from the people of Indianapolis since our arrival. The social relations have been with the best people in the city, and they have been extremely pleasant."¹⁸ From all indications, the 10th's stay at Fort Harrison had agreed with the Post's first Commander.

In March, 1911 the 10th Infantry was detailed to Fort Sam Houston, Texas, leaving their wives behind "to guard the fort."¹⁹ While in Texas, the Regiment maneuvered with other units in response to the impending crisis on the Mexican border.²⁰ The following month the wives rejoined their husbands and the entire party journeyed to Central America to assist in the completion of the Panama Canal.²¹



A few unfortunate men of the 10th Infantry were probably the first to serve time in the Fort Harrison Guard House. Constructed in the 1906-1908 period, the building today houses the Office of the Provost Marshal.

23rd Infantry Regiment

The 23rd Infantry Regiment assumed responsibilities similar to the 10th Infantry upon its arrival at Fort Harrison in January, 1912. While stationed in Texas, the Regiment had been scattered among several smaller posts as part of a peace keeping force along the Mexican border. The cold and damp climate of Indiana moved one soldier of the 23rd to remark that he hadn't "seen the sun in two days." "Down in Texas," he continued, "it is a regular habit of the clouds to stay away from the sun and let it shine."²²

Commander of the Regiment was the able Colonel Edwin F. Glenn who had earned a reputation for his tireless manner while stationed in the Philippines. Nicknamed "The Strenuous Glenn," the Colonel was known to have accompanied his enlisted men on several long marches into the interior.²³

Colonel Glenn and his men were also instrumental in defusing a rebellion on the Island of Samar before completing their tour in the Philippines. The *Indianapolis Star* assured the people of Marion County, Indiana that Colonel Glenn would be no "garrison lounge" while at Fort Harrison.²⁴

Although the 23rd's tour in Indianapolis was short, just more than a year, Colonel Glenn left behind many friends and admirers when he returned with the Regiment to Texas to again patrol the Mexican border. In February 1913 the 23rd Infantry departed Fort Benjamin Harrison for Texas City, Texas.²⁵

Even before the arrival of the 23rd Infantry to Fort Harrison, there seemed to be much doubt in the minds of local citizens concerning the future of the post. In October 1911, Secretary of War H.C. Stimson proposed expanding Fort Benjamin Harrison into a brigade post under a larger Army reorganization. The well publicized position of the War Department was to abandon a number of smaller western posts, previously indispensable in the Army's former campaign against the Indians, and to expand and improve key existing installations where larger concentrations of troops could be quartered. "The new policy of the War College," stated Secretary Stimson, "is to concentrate the mobile military force of the nation in eight or nine posts instead of the thirty-nine we have now."²⁶ Colonel Edwin F. Glenn, recently appointed Commander of Fort Harrison, reported that an estimated 2,560 additional acres would be necessary to hold brigade maneuvers on the post.²⁷

The very day after Stimson's remarks the *Indianapolis News* reported that Fort Harrison was one of a list of endangered posts possibly to be abandoned by the Army. Even though Chief of Staff General Leonard Wood was reported to be fighting for the retention of Fort Harrison, the report was enough to stir public concern in the Indianapolis area.²⁸ Local defenses relaxed somewhat when Secretary Stimson announced the following August that he would visit Fort Harrison and other posts regarded most important to the military establishment.²⁹ Two months later, Stimson announced that another regiment would be stationed at Fort Benjamin Harrison if the new plan of organization was approved.³⁰

Before Stimson's plan could be approved, he was replaced in President Woodrow Wilson's Cabinet by Lindley M. Garrison. This administrative change caused a shift in the political winds affecting the fate of Fort Benjamin Harrison. Nearly a year after Garrison's appointment he announced that the former plan to expand selected military posts had been deserted in favor of other more pressing needs. This, of course, included Fort Harrison.³¹

The move by Garrison was predicted by those close to the political battles fought in Washington over former Secretary Stimson's proposals. Many western states affected by the plan had protested the closing of older Army posts in their respective locales.³² Garrison, himself, as well as the House Committee on Military Affairs had turned a cold shoulder to the proposed reorganization.³³

Whatever the reasons behind the shift in policy, the fate of Fort Harrison had been sealed by the new developments. After the 23rd Infantry had departed, the Fort's strength was reduced to twelve. The *Indianapolis Sun* reported that the only signs of life at the post were "at the station (interurban train station), in the stables, the quartermaster's office and the quartermaster's mess. At the interurban station the station man fires up a big rusty stove and reads the newspaper half the day."³⁴ This was a fairly accurate description of the activity at Fort Harrison from the winter of 1913 to the spring of 1917.

The only indication from the War Department that Fort Harrison would not be completely abandoned came from General Leonard Wood, Chief of Staff, who promised the Indianapolis Chamber of Commerce shortly after the 23rd's departure that the post would remain active.³⁵ However, in 1915 Major General William H. Carter, former Commander of the Department of the Lakes, published a book on the condition of the American Army entitled *The American Army*. In his book, Carter described the strategic value of Fort Harrison as a mobilization site for a future expeditionary force. "The military reservation" (Fort Harrison), stated Carter,

*is an asset of great value as a site for mobilization of volunteers in any serious war. It occupies a central location as regards distribution of population and with its exceptional railroad facilities would enable an expeditionary force to be promptly put in motion . . .*³⁶

This was good news for the people of Marion County who wished a military revival of Fort Harrison. What is more, Carter's analysis of the post's value proved strikingly accurate as Fort Harrison was to become a strategic mobilization point for both major wars in which the United States would fight in the Twentieth Century.

Footnotes

1. *Forward: The Magazine for Indianapolis*, August, 1910, VOL III. pp 5-6.
2. Ibid, pp. 5-6.
3. "Fort Benjamin Harrison is Rapidly Being Prepared As The Home for Uncle Sam's Soldiers," *Indianapolis Star*, July 14, 1907, p.1.
4. Other thoroughfares named after Spanish-American War Heroes are Hawkins, Lee, Merrit, and Wood Roads, and Otis and Kent Avenues.
5. Marvin A. Kreidberg and Merton G. Henry, *History of Military Mobilization in the United States Army: 1775-1945*, Dept. of the Army Pamphlet, No. 20-212, Dept. of the Army, Washington, D.C., 1955. p. 202.
6. "Fort Harrison the Goal of Regulars," *Indianapolis News*, May 21, 1906, p. 1, c. 8.
7. "Fort Harrison to be Mecca for Troops," *Indianapolis News*, May 11, 1906, p. 1, c.8.
8. "Fort Harrison, the Goal of Regulars.
9. Russell B. Harrison, "Souvenir 8th and 9th Provisional Regiment Citizen Training Camp, Fort Benjamin Harrison, Indiana, 1917," p. 20.
10. "Fort Harrison the Goal of Regulars," "Fort Harrison to be Mecca for Troops," op. cit., "Indiana Militia is Offered First Week," *Indianapolis Star*, May 29, 1906, p. 4, c.1.
11. The Department of the Lakes was the designation given to the seven midwestern states of Wisconsin, Michigan, Illinois, Indiana, Ohio, Kentucky, and Tennessee under a War Department Organization plan of 1898.
12. "Tenth Infantry is Now in New Home," *Indianapolis Star*, July 31, 1908, p. 1, c.3.
13. Ibid.
14. "Tenth Makes History Fighting Nation's Battles in Every War," *Indianapolis Star*, September 4, 1910, P.5. c.2.
15. Ibid.
16. "Officers Spend Week Learning Game of War," *Indianapolis News*, July 23, 1910, p. 11, c.3.
17. Ibid.
18. "A City of Soldiers," *Forward: The Magazine for Indianapolis*, Guernsey Van Riper, editor, August, 1910, p.8.
19. "Tenth is Ordered to Panama," *Indianapolis Star*, August 30, 1911, p. 3, c.2.
20. Political instability of the Mexican Government beginning in 1911 was straining the relationship between Mexico and the United States due to several "border incidents" involving the life and property of American citizens.
21. "Tenth is Ordered to Panama."
22. "Fort Harrison Occupied by 23rd Regiment," *Indianapolis Star*, January 27, 1912, p. 1, c.6.
23. "Colonel No Garrison Lounger," *Indianapolis News*, January 29, 1912, p.2, c.3.
24. Ibid.

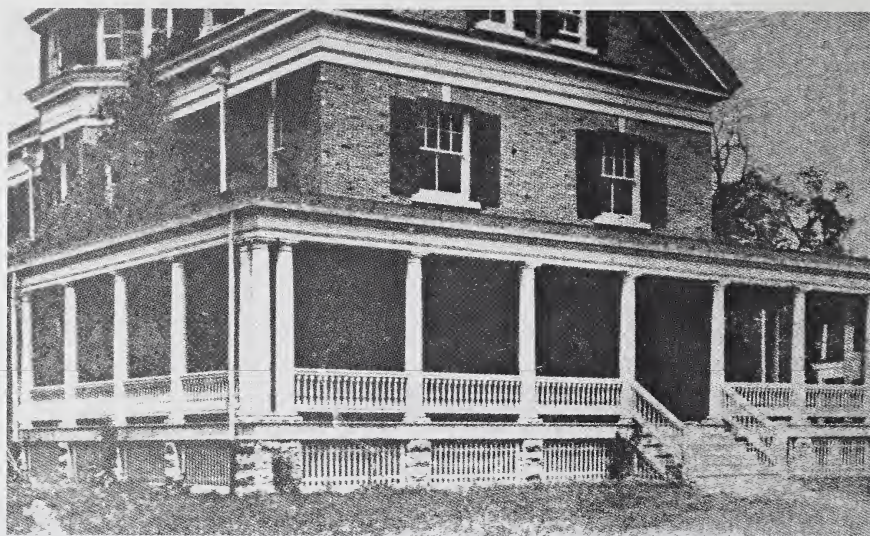
25. E. H. Burger, "Fort Benjamin Harrison, A Brief History," Fort Benjamin Harrison, Indiana, April, 1936, p. 9.
26. "Advantages of Fort Noted by War Secretary," *Indianapolis Star*, January 28, 1912, p. 1, c.3.
27. Ibid.
28. "Indiana Delegation to Guard Local Army Post," *Indianapolis News*, January 29, 1912, p.2, c.2.
29. "Stimson Coming to Inspect Fort and U.S. Troops," *Indianapolis Star*, August 27, 1912, p.1, c.3.
30. "Two Regiments to be Kept at Local Post," *Indianapolis Star*, October 12, 1912, p.5, c.7.
31. "Fort Harrison Not to Become a Brigade Post," *Indianapolis Star*, December 11, 1913, p.1, c.1; "Not to Enlarge Fort Harrison," *Indianapolis Star*, October 5, 1913, p.4, c.3.
32. Ibid.
33. Ibid.
34. "Silent Days at Fort Harrison," *Indianapolis Sun*, February 22, 1914, p.3. c.1.
35. "Wood Gives Word Fort Will Stay Here," *Indianapolis Star*, October 6, 1913, p.6, c.6.
36. Quoted in "Praises Fort Harrison as a Mobilization Point," *Indianapolis News*, March 20, 1915, p.23, c.6.

CHAPTER III

WORLD WAR I: 1917-1919

By the time the United States declared war against Germany in April 1917, the war fever in Indiana, as in most states, was running high. Public opinion, somewhat fragmented at the beginning of the war in 1914, represented a fairly consolidated front supporting the allied cause. What opposition remained either fell into line after the war declaration or continued the rather risky business of opposing the war against an overwhelming and often oppressive majority. When officials of Indiana University were slow to establish a campus Reserve Officer Training Corps, students in March 1917 demonstrated for the quick institutionalization of some kind of military program.¹ An interesting development considering more recent student attitudes toward the military. This was but one of many incidents that demonstrated the intensity with which the people of Indiana and indeed the nation at large supported and pursued the war campaign.

Most Indiana men drafted into service in 1917 reported to Camp Zachary Taylor near Louisville, Kentucky in August.² Fort Benjamin Harrison, though in central Indiana, had been selected as one of a series of key mobilization and training sites for specialty functions critical to the overall war effort. During the early months of the war, Fort Harrison awakened from its four year slumber and entertained thousands of troops in three Officer Training Camps, a Medical Officers' Training Camp, and finally an Engineer Training Camp that prepared approximately 9,000 troops for duty mostly as railway specialists.³ Additionally, many units of the Indiana National Guard were mustered into service at Fort Harrison.



Colonel Edwin F. Glenn quartered this handsome structure when he served as Commander of the first Officer Training Camp and Fort Harrison in 1917 (Bldg. 655).

At the height of this activity in June 1917, one Indianapolis newspaper estimated that 12,000 men resided at Fort Harrison.⁴ This number included the 10th Infantry, commanded by Daniel B. Devore, that had returned to Fort Harrison from Panama. While at Fort Harrison, the 10th was trisected to form the core of three regiments. The two new regiments the 45th and the 46th, and the depleted 10th were filled-out by adding young recruits to their rosters during the summer of 1917.⁵



Hundreds of men of the Officer Training Camps of WWI were inoculated at the Fort Benjamin Harrison Post Hospital. Opened in 1908, the hospital became a familiar site to the soldiers stationed at the Fort. Today, the building houses the Headquarters, US Army Soldier Support Center and Fort Benjamin Harrison.

One of the more renowned National Guard units to mobilize at Fort Harrison was the 150th Field Artillery commanded by Colonel Robert H. Tyndall of Indianapolis. Formerly the First Indiana Artillery Regiment, the 150th later formed a brigade with regiments from Illinois and Minnesota and was sent to France as part of the famous "Rainbow Division," so called because it was a composite of Guardsmen from many states.⁶ Tyndall later distinguished himself when he was promoted to Major General and after the war by becoming the Mayor of Indianapolis.

The 150th remained fresh in the minds of stateside Hoosiers because it was the only "Indiana" unit to escape new War Department policy that broke up local National Guard units in an effort to create a truly National Army. The new policy was a certain indication that modern warfare differed greatly from earlier military confrontations. A unified and efficient modern Army depended more on the successful interaction of specialized functions than it did on the meshing of cohesive groups with local identity. This seemed to be a point of special irritation for Indiana National Guard Adjutant General, Harry B. Smith. Writing in his official report of 1919, Smith recorded this complaint:

*Why it was necessary to completely disrupt Indiana regiments has never been explained, and no explanation has ever been offered as to why a splendid division of troops, thoroughly trained, was kept in camp in the United States when there were repeated calls for troops to resist and check the forward movement of the German Army."*⁹

Writing in *The Personnel Replacement System in the United States Army*, Leonard Lerwell observed that "strong local tradition in National Guard units early became a problem in the organization of the Army" for World War I.⁷ "Many officers," suggested Lerwill, "considered it desirable to maintain the local character of units, but requirements for specialists, some of whom could not be obtained in sufficient numbers from certain parts of the country, interposed difficulties."⁸ This development was a certain sign of the times as the modern military would continue throughout the Twentieth Century to employ a training system that viewed soldiers as extensions of particular functions rather than as members of a cohesive military unit grounded in an identifiable tradition that bridged local and national associations.⁹

Also of some historical significance was the Eli Lilly Base Hospital 32 mobilized at Fort Harrison in September 1917. Base Hospital 32 was one of 33 volunteer base hospitals organized around the nation prior to American entry into the War. The volunteer base hospital idea was first proposed by Dr. George W. Crile in 1912. Following through on Crile's idea in April 1916, the Surgeon General of the Army, Major General William C. Gorgas, in an effort to meet the medical care demands of a vast National Army, proposed that the Red Cross organize volunteer base hospitals which could be absorbed by the Army in time of war.¹⁰

In February 1917 the Indianapolis based Eli Lilly Company offered substantial financial assistance to the American Red Cross to establish a volunteer base hospital staffed by local doctors and nurses. With the \$25,000 provided by the Lilly Company and funds from other donations,

the Red Cross was able to staff and equip a 500 bed hospital that served the allied cause in France at Contrexville.¹¹

Several notable personalities visited Fort Harrison during this time period. Governors from Indiana, Ohio, Kentucky and West Virginia made special appearances honoring the trainees from their respective states. Former President William Howard Taft was welcomed by Brigadier General Glenn, Post Commander, before he addressed the candidates of the Officer Training Camp in August 1917. President Taft condemned the "German Autocracy" and "told his soldier hearers that they were going to fight, not only for their country, but for Christian Civilization."¹²



Supplies for the thousands of men trained at Fort Harrison during WWI were brought to the Post Quartermaster's storeroom. Supply trucks moved to and from this building constantly.

The eloquent William Jennings Bryan, former Secretary of State under Woodrow Wilson and three times Democratic candidate for President, delivered a stirring speech before the troops of the first Officer Training Camp at Fort Harrison. Like Taft, Bryan viewed the war as a moral crusade. Stating that the objective of the Spanish-American War was trivial in comparison to the present conflict, Bryan voiced the belief of many Americans when he asserted that World War I was being fought to make the world safe for democracy.¹³

Officer Training Camps

The Officer Training Camps held at Fort Harrison from May-August and again from August-November 1917 included three months of intensive training designed to prepare the leadership element of the new National Army headed for the battlefields of France. In all, there were

four series of training camps conducted nationwide by the Army in 1917-1918. Fort Harrison was one of the sites selected to host officers of the first and second series of camps. When the first series of camps commenced in May 1917, Fort Harrison was one of thirteen posts where training camps were located. The Indiana post was one of only three to host two training camps during the first series. Only one training camp resided at Fort Harrison during the second series, conducted in the Fall of 1917.

Authorized by the Secretary of War under the National Defense Act of 1916, the training camp idea was first proposed as a peacetime measure by Major General Leonard Wood as an alternative to universal military training. More commonly referred to as the "Plattsburg idea," the original concept called for summer training camps "at which students and businessmen could receive military training."¹⁴ The first and second series of camps was attended mostly by civilians deemed suitable for the officer corps. Additionally, 7,957 officers commissioned in the Officers Reserve Corps "were required to attend (the first series of camps), either as instructors or students, . . . and were subject to regrading or to discharge in line with the policy adopted by the War Department to commission officers on the basis of demonstrated ability after three months observation and training in the officers' training camp."¹⁵ Of the 37,957 who attended the first series of camps, the Army commissioned 27,341 at their conclusion in August 1917.¹⁶

Singing to the tune of "John Brown's Body," 5,200 officer candidates greeted Indiana Governor James P. Goodrich with the following words when he addressed the training camps at Fort Benjamin Harrison in May, 1917:

*To hell, to hell with Kaiser will-yum!
To hell, to hell with Kaiser will yum!
To hell, to hell with Kaiser will yum!
To-hell-with-Kaiser-Bill!*¹⁷

Soldiers in the two officer training camps at Fort Harrison, one for men of Indiana and Kentucky and the other for men from Ohio and West Virginia, were complimented by Governor Goodrich for their "moral fiber" and "patriotic devotion" to their country in this, the hour of need.¹⁸ "I cannot describe," stated Goodrich,

the feeling of pride and satisfaction that surges over me as I look upon you here this evening. I bid you welcome with all my heart and express to you the gratitude of the state and nation at this evidence of your unselfish patriotism."¹⁹

Warning his audience that "the days when war and romance went hand and hand" had passed, the Governor reminded the young trainees of the terrible destructive power of modern warfare:

I need not remind you that many long days of patient effort are ahead of you. There is nothing romantic about training for war. The days of chivalry have gone and the spirit of romance has faded from the battlefield. War in the twentieth century is grim, scientific business, terrible in its intensity, awful in its consequence, something which requires the best efforts in us all--those in the fighting lines and the ones who are discharging their duty back home.²⁰



Many prominent speakers came to Fort Harrison to honor the men of the Officer Training Camps in 1917. Most of the speeches were delivered in front of the Headquarters Building located on the corner of Lawton and Kent.

If the attitudes of the men at Fort Harrison were similar to those of most Americans who pursued the “adventure” of war, the enthusiasm for “action” would not be tempered until the grim reality of trench warfare was experienced first hand.

Commanding the two training camps and the post was Colonel Edwin F. Glenn, former commander of the 23rd Infantry when it was stationed at Fort Harrison from 1912-1913. Relinquishing command of the 18th Infantry, Colonel Glenn arrived from the Mexican Border to begin duties in familiar surroundings. The people of Indianapolis remembered him as “a fine soldier, an able teacher and drill master, and a rigid disciplinarian,” one fully qualified for his present job.²¹

The biggest challenge that faced Colonel Glenn initially was providing living quarters for the large number of men that came to Fort Harrison. Authorization to build needed facilities was slow in coming from Washington. Colonel Glenn, hoping to keep Camp morale high, threw caution to the wind and proceeded with the construction without proper approval. He captured the urgency of the situation when he remarked: “We will go on with the building. They can court martial me later.”²² The War Department did not seem too alarmed by his actions since Glenn

was promoted two ranks to Major General before the summer had passed.²³



Bird's-eye view of a portion of the Army Post.

With the departure of General Glenn, Lieutenant Colonel Alvan C. Read was placed in command of the third officer training camp which began August 27, 1917 and ended November 26, 1917. A total of 2,840 men attended the camp conducted along lines similar to the first two camps.



Lieutenant Colonel A.C. Read, Commander of the second Officer Training Camp, August-November, 1917.

Coming to the third camp was Lieutenant Henri Haye, one of 160 French officers sent to the United States to teach American soldiers the art of modern warfare. Working closely with the officer candidates, the 10th, 45th, and 46th Infantry regiments, Lieutenant Haye taught the soldiers of Fort Harrison the use of the rifle and bayonet, bombing, and in the general principles of trench warfare.²⁴



Lieutenant Henri Haye of the French Army was a valuable addition to the third Officer Training Camp at Fort Harrison. His experience in the art of trench warfare qualified him as an able instructor of American officers headed for the battlefields of Europe.

Practice in the trenches was standard fare for candidates in the Officer Training Camps. Troops would spend up to a week in the trenches learning the particulars of combat practiced on the European front. Life in the trenches came late to the soldiers of the first two training camps, but in the third camp, soldiers regularly experienced short terms away from the relative comfort of the cantonments. The excavation and construction of the trenches was a part of the instruction which also included attack and defense, the use of the gas mask, hand and rifle grenades, sentry duty, trench orders, relieving units, grenade screens, and trench sanitation.²⁵



Trench construction was an important part of the officer training experience at Fort Harrison during WWI.

Medical Officers Training Camp

The opening of the Medical Officers Training Camp June 1, 1917 was anything but promising for the 300 distinguished physicians who had gathered at Fort Harrison to receive instruction in military medicine. Cold rain and muddy conditions compounded the problems of the camp's leadership who were already faced with a shortage of facilities and equipment.²⁶ Conditions would improve though and by the time the camp closed in early December 2,141 officers and 4,211 enlisted men had been prepared to minister to the needs of the wounded and sick of World War I.²⁷

Commanded by Major (soon to be Colonel) Percy M. Ashburn, the Medical Training Camp probably presented more administrative problems than any other activity at Fort Harrison. The continuous and almost immediate demand for medical assistance on the war front meant that the population of the medical camp was shifting constantly as a result of a steady stream of departures and arrivals. No sooner had the camp been established, than the War Department sent a request for twenty-five doctors for immediate duty in France.²⁸ They would be the first men to leave Fort Harrison for Europe.²⁹

The ranks of the Medical Training Camp were swollen with nationally known figures of the Medical community. Eugene Poole, professor of clinical surgery, College of Physicians and Surgeons,

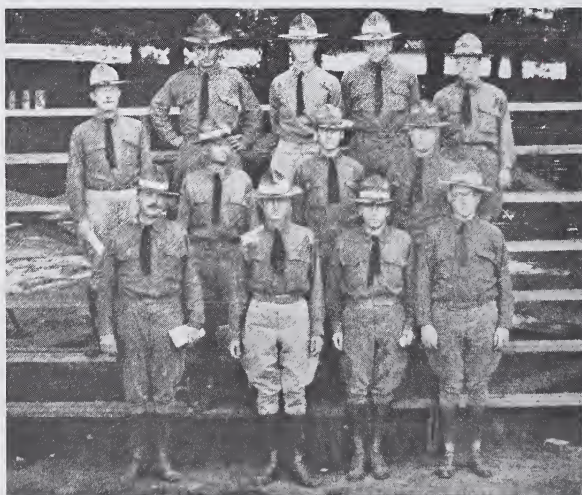
Columbia University was among the first group of physicians to arrive at Fort Harrison. Major Poole was joined by other notables including Richard Weile, professor of experimental medicine, Cornell Medical College, and Udo Wile of the University of Michigan.³⁰

The height of activity at the medical camp came when Fort Harrison hosted a convention for military surgeons that attracted hundreds of medical people from other camps and posts. The three day convention held in October was attended by an estimated crowd of 1,300 medical student officers and 2,000 enlistees of the medical service.³¹

Major General W. C. Gorgas, Surgeon General of the United States Army, attended the convention along with Major General Rupert Blue, Surgeon General of the United States Public Health Service and President of the Association of Military Surgeons.³²

The convention was highlighted by the presence of leading figures in the British and French Medical Corps. Colonel F. H. Goodwin of the Royal Army Medical Corps addressed the convention on the "Practical Medical Military Lessons of the War," stressing the need for close cooperation between medical branches of the allied armies. Also featured was Colonel Charles Dircle of the French Army who lectured on "Medical Service on the Western Front."³³

Major Victor C. Vaughn, an American authority on bacteriology and a member of the Council of National Defense, spoke to a timely concern when he delivered a paper entitled "Co-operation of the Civilian Medical Profession with the Medical Services of the Government in Time of War." Related issues were addressed in a symposium on "How Medical Military Services of the Government May Best Co-operate in Time of War." Government representatives from the Army, Navy, and civilian medical services gave papers outlining their views on the subject.³⁴



Officers of Headquarters, Medical Officers Training Camp.

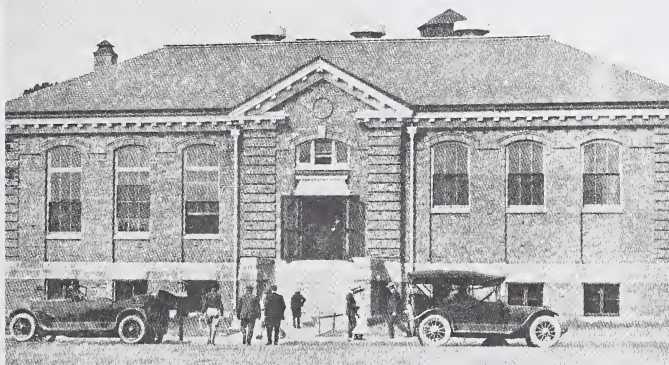
Demonstrations of war front medical practice composed an important segment of the convention program. Medical field work, a topic of obvious interest to those in attendance, occupied an entire afternoon session. Battlefield surgical techniques were demonstrated by a few of the famous surgeons invited to appear at the convention. Fort Harrison regular ambulance and field hospital units, under the command of Colonel W. A. Shockley were called upon to give field demonstrations in one morning session.³⁵

The winter of 1917-1918 brought comparative quiet to Fort Harrison. The Officer and Medical Training Camps were dismantled in late November and early December while the 45th and 46th Infantry regiments were detailed to other locations.³⁶ All that remained were the 7,300 men of the 10th Infantry who would not leave the post until late summer of 1918.³⁷

Engineers Training Camp

In early April 1918, Colonel Edwin A. Root, Fort Harrison Commander, received War Department notification that the Post would soon be the site of a large engineer training camp. Colonel Root began immediate preparation to accommodate an estimated 9,000 troops, 5,000 previously trained soldiers of other camps and 4,000 new recruits.³⁸ Both groups were selected for engineer training on the basis of an Army questionnaire designed to locate men whose civilian work experience qualified them for the Engineer Corps.³⁹

Most of the men trained at Fort Harrison were readied for duty as railroad specialists. The commissioned officers at the camp "were for the most part experienced railroad men. Some of them were train dispatchers, one or two division superintendents, a number of roadmasters, and holders of similar positions."⁴⁰ Although few had previous military training, experienced officers noted that the regiments once called to France would be invaluable in operating railroads.⁴¹ In June 1918, nearly 10,000 men comprising eight full regiments of engineers were encamped at Fort Harrison.⁴²



The Post Exchange was a busy place during WWI. Soldiers quartered along the perimeter of the parade grounds found the Exchange conveniently located.

GENERAL HOSPITAL 25

As early as August 1917, the War Department had considered the possibility of converting all of Fort Benjamin Harrison into a large general hospital to receive the sick and wounded from the battlefield.⁴³ The specter was once again raised in August 1918 that the Post would become a hospital. Responding to the August 12 inquiry of Indiana Senator Harry S. New, Brigadier General W. H. Learnard of the Adjutant General's office could only confirm the fact that the "old plan, which contemplates the use of permanent buildings for a reclamation hospital and of the temporary buildings for hospital troops was still in effect" General Learnard could not predict when the hospital would be established.⁴⁴

Three days later, the *Indianapolis Star* announced that the Post finally would be converted into a sizable general hospital to receive the wounded and disabled soldiers of Indiana, Kentucky, and southern Illinois.⁴⁵ Original plans were to turn over to the Surgeon General all of the permanent buildings on base and to invest \$500,000 in additional construction.⁴⁶

On September 21, 1918 General Hospital No. 25, as it was so designated, began to admit patients. However, the original plan for additional construction was abandoned in favor of a less ambitious project that required the hospital commander "to do a minimum amount of alterations and to proceed on the assumption that the hospital would not be required for a long period."⁴⁷

During the months of September and October, 3,197 "general medical and surgical cases" were admitted. Beginning in late 1918, General Hospital No. 25 became more specialized treating mental patients only, the majority of whom were victims of "shell shock."⁴⁸

In keeping with the current cultural fascination with anything "scientific," doctors at the hospital refused to use the term "shell shocked" in favor of the more mysterious "psychiatric case." Doctors prescribed occupational therapy for patients whose nerves had been shattered by "the boom of the big guns." Among the more popular classes were basketry, pottery and chair caning.⁴⁹ Major Frank Leslie, program director and former owner of a Maine sanitarium, stated that "no medicine can be used efficaciously . . . Natural surroundings, open air, quiet and work may effect a cure."⁵⁰ When General Hospital No. 25 closed its doors in September 1919, doctors were once again treating general medical cases the balance of whom were transferred to other hospitals or placed in the Fort Harrison station hospital.⁵¹

Footnotes

1. Clifton J. Phillips, *Indiana in Transition: The Emergence of a Commonwealth, 1880-1920*, Indiana Historical Bureau and Indiana Historical Society, Indianapolis, 1968, p. 606.
2. *Ibid.*, p. 607.

3. "Engineers Coming to Army Post Soon," *Indianapolis News*, April 1, 1918. This article is located in a collection of WWI newspaper reports at the Indiana State Library under the title *Indiana in the European War: Fort Benjamin Harrison Clippings*.
4. "12,000 Soldiers, Civilians, and Doctors Now at Fort Harrison," *Indianapolis News*, June 13, 1917, Ibid.
5. Ibid.
6. "Events Foreshadow Transfer to Mineola," *Indianapolis News*, September 5, 1917; Maurice Matloff, editor, *American Military History*, Office of the Chief of Military History, United States Army, Washington, D.C., 1959, p. 381.
7. Leonard L. Lerwill, *The Personnel Replacement System in the United States Army*, Department of the Army Pamphlet, No. 20-211, Washington, D.C., 1954, p. 175.
8. Ibid.
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CHAPTER IV

BETWEEN THE WARS

1920 - 1941

After General Hospital No. 25 was dismantled, Fort Harrison assumed its former status as a regimental station. Even though various elements of the 20th and 40th Infantry Regiments resided at the Post from the close of the war to June 1921, the future mission of Fort Harrison was clouded. Uncertainty remained because of a major Army reorganization that was redefining the mission of several established military posts.

The National Defense Act of 1920 abolished the six territorial departments of the 1898 organization and supplanted them with nine corps areas. Each core area contained one Regular Army division, two National Guard divisions, and a nucleus of three organized Reserve divisions.¹ Fort Harrison came under the jurisdiction of the Fifth Corps Area Command composed of the states of Indiana, Ohio, Kentucky, and West Virginia.

Fort Harrison acquired new prestige when the post became the headquarters for the Fifth Corps Area Command. From August 1920 to June 1922, Brigadier General George W. Read commanded the Fifth Corps from the headquarters building bordering the parade ground at Fort Harrison.² When the Headquarters, Fifth Corps transferred to Fort Hays, Ohio, in the summer of 1922, the 11th Infantry Regiment was assigned to garrison the Post. The relationship of the 11th Infantry and Fort Harrison, beginning in 1922, lasted to the eve of World War II.

The 11th Infantry was one of the oldest regiments of the U.S. Army. Formed July 16, 1798, it formed part of an American Army that had been enlarged from four to sixteen regiments. The Regiment's first action was during the War of 1812. In addition, the 11th Infantry participated in every other major American campaign of the nineteenth century including the Mexican War, the Civil War, the Indian Wars, and the Spanish-American War. As part of the American Third Corps, the Regiment gained distinction in World War I by engaging the enemy for

27 out of 30 days before victoriously crossing the Meuse River on November 5, 1918.³ While stationed at Fort Harrison, the 11th Infantry celebrated the famous crossing on November 5 of every year.⁴



The men of the 11th Infantry Regiment, the 3rd Field Artillery, and the Knights Templars form a human cross during the 1934 Easter service ceremony at Fort Harrison.

When the 11th Infantry arrived from Camp Knox, Kentucky, it composed over one-half of the estimated strength of 2,000 soldiers at Fort Harrison. In addition to the 11th Infantry, the 3rd Field Artillery and the 5th Tank Platoon resided at Fort Harrison. All were elements of the Headquarters, 10th Infantry Brigade also stationed at the Post.⁵

Garrison duty for the 11th Infantry differed from the experience of the 10th and 23rd Infantry stationed at Fort Harrison prior to the war. The lessons of World War I were plentiful and served as the basis for reconstructing notions about peace time duty. The Army began to adopt an expanded concept of training that included preparation in a variety of vocational skills necessary to the functioning of a more technologically sophisticated Army. In this sense, Army training began to mirror the schooling received by many civilians. One reporter for the *Indianapolis News* noted the change at Fort Harrison, when he remarked that training the new soldier required skill specialization in addition to traditional martial activities.⁶

Garrison duty for the 11th Infantry became fairly routine after the Regiment settled in at Fort Harrison. The training program of 1928 was probably typical of most annual "cycles" during the Regiment's stay at the post. The training cycle, beginning November 1, and ending October 31, was divided into four periods:

1. Preparatory Period, November 1 - March 31
2. Field Training, April 1 - June 30

3. Summer Camp, July 1 - August 31

4. Supplemental Period, September 1 - October 31⁷

The training objectives for the 1928 program were "to secure preparedness for immediate field service" in the event of war and to attain "a state of efficiency of individual and organization" to meet requirements for instruction and demonstration units for training of Organized Reserves, Reserve Officer Training Corps, and the Citizen Military Training Camp.⁸



The 11th Infantry Orchestra, Fort Benjamin Harrison, 1936. 2nd trumpet, Vernon Snow; 1st trumpet, John Steele; 3rd trumpet, Edgar Bixby; drums, Paul Voekle; piano and trombone, Ed Marshal; baritone sax, name not available; tenor sax, Harold Carter; 1st alto sax, John Cain; 2nd alto sax, Harry Kenaston; and Director, Ira Johns who also played violin.

The "Preparatory Period" (Nov 1 - Mar 31) was devoted primarily to formal instruction that was given practical application during the "Field Training" period in the Spring and early Summer of every year. The field experience included yearly maneuver exercises at Camp Knox with the rest of the 10th Brigade of the Fifth Corps Area.⁹ In 1928, the 11th Infantry scheduled a rigorous seven day march to take the unit to Camp Knox for yearly maneuvers. On May 22, the Regiment marched 12 miles to New Bethel, Indiana and established camp for the evening. On the remaining six days, the men of the 11th Infantry averaged nearly fourteen miles a day, marching through the Indiana towns of Franklin, Edinburgh, Columbus, Seymour, Crothersville, and Scottsburg. The 11th remained in Scottsburg May 30 and celebrated Decoration Day with the citizens of the small Southern Indiana town. The following day, the Regiment motored the remaining 64 miles to Camp Knox.¹⁰

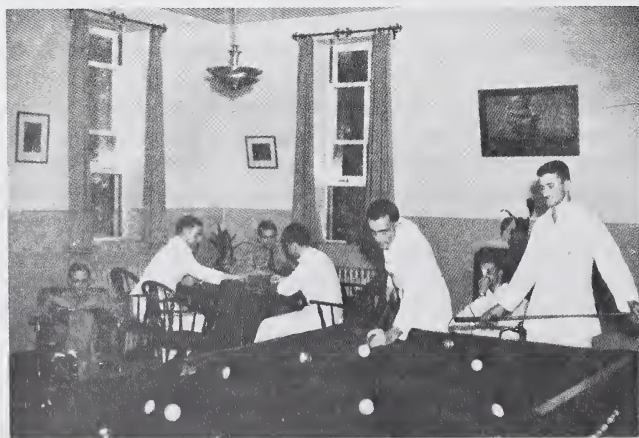
The Summer Camp period at Fort Harrison offered Regular Army personnel the opportunity to instruct members of various citizen military units as part of the War Department's strategy to maintain a well-

prepared “expandable” Army. Members of the Officer’s Reserve Corps, the Reserve Officer’s Training Corps, and the Citizen’s Military Training Camp were frequent visitors to the post during the years between the two World Wars.

The Army’s plan, as expressed by Secretary of War, John W. Weeks, was “to teach soldiers to teach others.” The Army’s dependency on citizen manpower, suggested Weeks, made the training of citizen soldiers a strategic necessity:

Our national policy with reference to the Armed Forces requires the maintenance of a standing Army relatively very small in proportion to the size of the forces we should have to raise in any except very minor emergencies. We depend, by and large, upon the utilization of citizen manpower of the country and from their adaptability from the ways of peace to the methods of war.¹¹

This is a photograph of the Post Hospital as it looked in 1936.



During the 1930's the Fort Harrison Post Hospital was expanded to service a greater number of bed-ridden patients. This photo shows a few of the patients in the hospital's recreation room in 1936.

The men of Fort Harrison were called upon to implement this policy. As one of the better equipped installations of the Fifth Corps Area, the post was the site of extensive citizen training activity throughout this time period.

Military build-up between the wars became a sensitive political issue that made even the Army's effort to improve readiness of its civilian force a point of contention for an increasing number of pacifist groups organized after WWI. Fort Harrison commanders of the twenties and thirties admonished the growing anti-militarism of the time in frequent public appearances where they defended American military "preparedness."

Appearing before the Order of DeMolays of Indianapolis in May 1925, Brigadier General Dwight E. Aultman, Fort Harrison Commander, complained that Americans too easily forget their patriotic duty in peacetime. "About 70 percent of the people in the United States," stated Aultman,

*forget their duties to the country in times of peace. Anyone can be stirred to patriotism in times of war. There is a stimulus, a constant reminder that the duties of citizenship should not be neglected, but in times of peace we Americans are too prone to take the attitude "let George do it."*¹²

Aultman concluded the address by extolling the virtue of the Citizens Military Training Camp due to begin its sixteen year affiliation with Fort Harrison later that same year.¹³

General Aultman pushed a similar theme when he addressed the Women's Rotary Club of Indianapolis in December 1925 at the Claypool Hotel. "The question of preparedness," asserted Aultman, "is just as pertinent now as it was in 1917. Americans seem to forget as soon as an emergency is over and drop back into apathy."¹⁴ The Fort Harrison Commander finished this presentation by declaring that the United States "must have a strong power that other nations fear."¹⁵

Colonel Cromwell Stacey, Aultman's successor, also fought anti-militarism when he assumed command of Fort Harrison. Speaking on Armistice Day before the Indianapolis Optimist Club, November 1927, Colonel Stacey attacked the opposition that seeks to stifle military appropriations. "Security lies in national defense," stated Stacey. "For 140 years our military policy was run along haphazard lines, the belief being that you could raise Armies overnight . . ."¹⁶ Stacey praised the National Defense Act of 1916 for its bold policy based on the experience of World War I.¹⁷

The debate continued well into the 1930's as Brigadier General William K. Naylor took up the banner at Fort Harrison when he criticized the "extreme pacifism" of groups absolutely opposed to war. He urged the pacifists to read history and try to explain the presence on the battlefield of famed military leaders like Lee, Jackson, or Grant.¹⁸

The protests of the Fort Harrison commanders did little to abate the prevailing mood of this time as it was to dominate American minds right up to the attack on Pearl Harbor, December 7, 1941.¹⁹



This picture was taken in front of the Fort Harrison Post Theatre in 1936.

Citizen Military Training Camps 1925 - 1941

The Citizens' Military Training Camp (C.M.T.C.), one of the Army's programs to strengthen the citizen force of the nation, enjoyed considerable success at Fort Harrison from 1925-1941. A summer camp experience for thousands of young men between the ages of 17 and 24, the C.M.T.C. provided fundamental military training, an athletic program, and various types of entertainment for those in attendance. The C.M.T.C. was designed to prepare volunteer citizens for commissions in the Officers' Reserve Corp. After four years of C.M.T.C. training, the young man was qualified to receive his full commission. When the program was launched in 1924, military planners aimed to provide the Reserves with 10,000 commissioned officers per year.²⁰

The Army sponsorship of the C.M.T.C. provoked enough public criticism from "peace groups" that promoters of the program were forced to advertise the camps as a training program for citizenship. Military leaders at Fort Harrison insisted that the C.M.T.C. was not meant to inculcate "a spirit of militarism."²¹

The *Fifth Corps News and Diamond Dust*, a weekly newspaper published at Fort Harrison from 1922-1947, published several testimonials to the C.M.T.C.'s ability to teach the virtues of good citizenship. In 1925, the Women's Conference on National Defense endorsed the C.M.T.C. as

"peace insurance" citing that the "discipline and training received in these camps to be of the greatest benefit to the boys of the nation . . ." ²² At the height of Colonel Charles A. Lindbergh's popularity, the famous American aviator was asked to endorse the program. When asked of the value of the training camps, Lindbergh noted their ability to promote "right living and clear thinking." ²³ Probably the best expression of the Army's view of the C.M.T.C. appeared in the April 22, 1933 edition of the *Fifth Corps News*. "[T]he finest feature of the C.M.T.C.," stated the article, "is the spirit of typical democracy which does not prevail in the average training camp . . . [T]here is no privileged caste in these camps, as all take the same course, wear the same make of uniform and share alike in the same opportunities and benefits." ²⁴

Brigadier General William K. Naylor, Fort Harrison Commander, was probably more to the point when he addressed the camp on opening day in July 1934. Stating that the federal government was obligated to give citizens military training and that the C.M.T.C. was merely carrying out the obligations of government, he cautioned camp members to be wary of "the pernicious doctrine of non-resistance" that was being passed around the country. Those who insist that "it is un-Christian and ungodly to resist can find no authority for it in the Christian Bible," continued General Naylor. The General concluded his address by quoting Stephen Decatur, American patriot and naval hero of the nineteenth century, who declared "my country, may she ever be right, but right or wrong my country." ²⁵

Fifteen hundred young men enrolled in Fort Harrison's first Citizen's Military Training Camp held during the summer of 1925. ²⁶ With the addition of the Fort Harrison camp the Fifth Corps boasted a total of three camps that included programs at Fort Thomas and Camp Knox, Kentucky. The popularity of the camps by 1933 was such that enrollment rosters were full by the first day of open enrollment, March 1, 1933. ²⁷

Why the camps became so popular is a difficult question to answer, and no doubt the camp attracted enrollees for a variety of reasons. But given the depressing economic conditions of the country during the 1930's, the opportunity to enjoy a full month of camp life at the expense of the government must surely have been a powerful inducement for many. Campers were furnished with free transportation, uniforms, laundry, shoes, and meals. ²⁸

The C.M.T.C. was designed to provide a four year experience for the person who wished to acquire a commission in the Officer's Reserve Corps. The program was graduated so that by the end of the fourth year the "cadet" had received instruction in military drill, combat principles and tactics. ²⁹ The first year's course required 110 hours of instruction. The Red Course, the second year, included 120 hours of instruction. The third year White Course required the cadet to complete 136 hour, and the fourth year's Blue Course was a demanding 156 hours of instruction. ³⁰

Athletics comprised a goodly portion of the activity at the camp. The athletic program at Fort Harrison in 1928 included baseball, track and

field, tennis, boxing, and swimming.³¹ The provisional companies of cadets engaging one another competitively on the sports field was a common scene at the Citizens' Military Training Camp.



The Post Swimming Pool attracted many soldiers of the 11th Infantry during the summer of 1936. In the background are the camp facilities for the Citizens Military Training Camp.



Competition among the different companies of the 11th Infantry was encouraged by the Fort Harrison Command. The above photo shows a member of the 11th Infantry sprinting to victory in an inter-company track meet.

A camp hostess was in charge of entertainment at the Fort Harrison C.M.T.C. during the years 1935-1938. Mrs. Helen Bixby Moore was "sister and mother" to the cadets in her role as camp hostess. Mrs. Moore sponsored evening entertainment that included tennis, ping pong, cards, and other games. Mrs. Moore also encouraged her cadets to write their parents during free evening hours.³²

When Fort Harrison and the 11th Infantry assumed the entire responsibility for the Fifth Corps Area's C.M.T.C. program in 1935, the Post was more than prepared. The 3,450 cadets were enrolled in two camps, one was held in July, the other in August. "Camp Edwin F. Glenn," named after the former Post Commander, stood on the western most edge of the installation. It became the "home away from home" for the thousands of cadets who came to Fort Harrison after 1935. Three hundred and sixty cement foundations were laid as tent floors during those years to improve living quarters for the cadets.³⁵ Tents were large enough to accommodate six men.

Camp Edwin F. Glenn also contained 10 permanently constructed mess halls arranged in pairs so that each hall was accessible to one provisional company of cadets.³⁴ Shower and bath facilities were also available in five permanently constructed buildings directly east of the mess halls and tent area.³⁵

Civilian Conservation Corps 1933 - 1941

Congressional approval of the Civilian Conservation Corps Reforestation Act of 1933 presented an immediate challenge to military leaders. Directed by President Franklin D. Roosevelt to mobilize and operate the CCC camps nation-wide, the Army was largely responsible for putting thousands of unemployed young men back to work on reforestation and reclamation projects during the Great Depression. The Army mobilized 310,000 men and dispersed them to various sectors of the country to 1,315 camps in seven weeks. Until the War Department called to active duty a large number of reserve officers in 1934, Regular Army units lost valuable training time as 3,000 officers and non-commissioned officers were diverted to this task.³⁶

The core of the 11th Infantry's leadership was called from Fort Harrison in April and May, 1933 to Fort Knox, Kentucky as part of the Fifth Corps contingent responsible for mobilizing the CCC in the Midwest.³⁷ 15,000 unemployed men were expected at Fort Knox by early June, 1933, to be processed and farmed out to various locations in the Fifth Corps Area.³⁸ 28,750 had been processed through the camp at Fort Knox by June 16.³⁹

Under Brigadier General William K. Naylor, Post Commander, the Indiana District Headquarters for the Civilian Conservation Corps was established at Fort Harrison. The magnitude of this peace time responsibility in Indiana was expressed in a 1938 newspaper article marking the fifth anniversary of the CCC. General Naylor, from his headquarters at Fort Harrison, directed a total of 28 CCC companies

scattered throughout the state. An estimated 39,000 men had passed through these camps in the five year history of the program.⁴⁰ Field visits by General Naylor and his staff during these years were frequent and diverted considerable time and energy from the Post Command.

The state of Indiana benefited greatly from the long list of projects the CCC had completed by 1935. Some of the construction projects remain visible reminders of the Corps work while numerous projects have since been forgotten. During the first two years of the program, the Indiana Companies constructed fire breaks on 6,213 acres of land, eleven lookout towers in Indiana state forest preserves, eleven animal bridges, and fifty-two vehicle bridges. The CCC completed rodent extermination on 6,400 acres of land, and planted 5,167 acres as part of a long term reforestation project. The biggest job for the CCC during this time was protecting 52,949 acres of land from soil erosion by grading banks and planting protective vegetation.⁴¹

From 1933-1938, Fort Harrison quartered its own detachments of the CCC whose accomplishments varied during these years. Company 517 was the first detachment to work the Fort Harrison grounds. Composed of four officers and 197 men, many from Indianapolis, Company 517 worked primarily on reforestation projects. The Companies that followed 517 to Fort Harrison were probably similarly organized in pseudo-military fashion; each company appointing a first sergeant (understudy to the Regular Army sergeant), four section leaders, eight subsection leaders, twenty-one squad leaders, one clerk, six cooks, one steward to assist the Regular Army mess sergeant, and one storekeeper to assist the Regular Army supply sergeant.⁴² Later each company was appointed an educational officer and camp pastor.

Company 3550 arrived at Fort Harrison in February 1936 from Fort Knox, Kentucky, where it had been organized in 1933.⁴³ In keeping with the "separate but equal" segregationist practices of the time, Company 3550 was an all-black outfit specializing in reforestation and soil conservation projects. At Fort Harrison, Company 3550 spent hours in the wooded areas of the post cutting timber that was converted into lumber at the saw mill constructed for this use. Mr. Fred Brookins, an original member of Company 3550, described how he and his fellow workers would "snake" lumber by Army mule out of the woods to be cut at the nearby saw mill.⁴⁴ Company 3550 was also responsible for cutting and clearing a number of dead trees from the reservation forests to make room for new growth.⁴⁵

The streams that flowed through the Fort Harrison reservation were "straightened" at critical points to control rapid soil erosion caused by the relentless pounding of water against vulnerable soil banks. Using pick and shovel, members of Company 3550 also quarried the gravel that was used to resurface weather and traffic-worn roads on the Post.⁴⁶

Company members were called upon for other kinds of work as well. Occasionally, the CCC enrollee at Fort Harrison was forced to battle forest fires caused by the exploding shells of the resident artillery

batteries. Although the artillery range was put to good use, frequent fires were the result of practice near wooded areas.⁴⁶ Company 3550 also constructed an Officers' Golf Club House that used to stand on a hill overlooking Shafter Avenue when golfers used to start their round on the southside of Shafter Avenue rather than the northside, the site of the number one tee in 1983.⁴⁷

Although the pay was not much by today's standards, the \$30 per month compensation, according to sponsors and participants, was but a small fraction of total benefits afforded the young man who committed to the required eighteen month term in the CCC. One 1937 editorial written for *The Fort Ben Banner*, a publication of CCC Company 3550, described the CCC as "a deposit box of opportunities." The enrollee, suggested the editorial, was making an investment that would yield big dividends in the future. "Each enrollee," wrote the editor, "has a potential talent, that if discovered would enable -- them to make a self-supporting living after leaving camp."⁴⁸ For the editor, "the CCC [was] the only organization that gives value received for the amount of time and effort spent."⁴⁹

Captain Lake W. Headley, Commander of Company 3550, in his "message to new enrollees" emphasized the "three fold purpose" of the CCC program, to seek employment, to develop oneself physically and mentally, and to acquire the necessary social skills to improve one's lot in life.⁵⁰ Captain Headley warned the new enrollee that employment was only one dimension of the CCC and that unless the other two were considered the experience would be incomplete.⁵¹ Billed as "a builder of youth," the CCC sought to develop a well-rounded individual capable of engaging life on more than one level. For the organizers of the CCC, the program entailed more than the simple acquisition of "job skills."⁵²

In addition to the economic well-being of the enrollee, the CCC, as Captain Headley suggested, also looked after the physical, mental, and moral welfare of the young man. Physical conditioning and sports programs were considered vital to creating a healthy camp environment and to producing an adaptable and physically capable person who, along with his fellow camp members, would accept the challenge of the CCC workload.

Attending to the spiritual welfare of CCC Company 3550 at Fort Harrison was the Reverend Cass M. Bledsoe, camp pastor. Reverend Bledsoe had been appointed by the federal government to supervise the religious training of the CCC camp at Fort Harrison.⁵³ The pastor was instrumental in organizing Sunday religious services that attracted many camp members and weekend visitors. The "Fort Ben Banner" exclaimed that the hot days of the Indiana summer "are always rejuvenated by Sunday through the cool sermons of the Rev. Bledsoe."⁵⁴ "These sermons," wrote the Banner staff member,

are filled with the spirit of the holy one and are readily accepted by these God fearing boys. Lectures on Honesty, Clean Living, Brotherhood, and etc., have inspired the enrollees so much that our

*Sunday Morning Services always have a capacity crowd.*⁵⁵

Soon after Reverend Bledsoe organized formal services, attendance on Sunday increased by "more than fifty percent" in one month.⁵⁶

The chorus organized by Reverend Bledsoe won some acclaim in the Marion County area for its strong performances. Composed of fifty men from Company 3550, the Chorus appeared "in many of the churches over the city and they have the reputation of rendering a program worthy of the praises they have received."⁵⁷ At one point, the chorus was invited to do a national tour.⁵⁸

The mental welfare of CCC enrollees was buttressed by the adult education program of the Fifth Corps Area which was pioneered by Fort Harrison Chaplain Alfred C. Oliver Jr., educational officer for the Indiana District of the Civilian Conservation Corps.

With the assistance of the Indiana University Extension Division and its Director Dr. Robert E. Cavanaugh, Chaplain Oliver succeeded in creating an educational program for the Indiana District.⁵⁹ Major General Albert Bowley, Commander of the Fifth Corps, was so impressed that he assigned Chaplain Oliver to design similar programs for the rest of the Fifth Corps area.⁶⁰



Pictured at the far left with his Sunday School class is Chaplain A.C. Oliver. Chaplain Oliver was instrumental in developing an educational program for the Civilian Conservation Corps for the entire Fifth Corps Area during the time he was stationed at Fort Harrison. This picture was taken outside the Fort Harrison Service Club in 1935.

In a series of eighteen resolutions printed in the 1934 *Proceedings: Indiana State Conference of Educational Advisors of the Civilian Conservation Corps Work Camps*, the Indiana District education advisors asserted that "the basic purpose of the educational program is to enable the enrollee to better appreciate the social and cultural values of life."⁶¹ Recognizing that gainful employment was critical to this purpose, the advisors resolved to make vocational training a fundamental element of the overall educational program.⁶² The initial courses that were offered in the Indiana camps were derived from these resolutions of 1934. Courses written following this conference were to guide the enrollee "to understanding political, economic, and social problems of our country, to help CCC members form intelligent judgements, and to choose a career."⁶³

General Naylor took an active interest in the CCC educational program as one of the major benefits afforded not only the CCC member but the larger society as well. Speaking before the educational advisors of the Indiana District in 1934, General Naylor described the practical benefits of the CCC program to the nation:

*Before the World War, we Americans plumed ourselves over the fact that we were an athletic nation and with a school system that left us with but few illiterates. The selective service draft awoke us with a start. We found that, of the 26 million enrolled, in our manufacturing states . . . only from 50 to 59% could pass the ordinary recruit examination . . . As to the literacy tests about 14% of all enrolled could not pass the Beta Test, that is, were unable to read a newspaper and write a letter home. . . .*⁶⁴

General Naylor hoped that the physical training and educational classes offered by the CCC would be able "to turn back to their homes a type of boy who in times to come will be an asset and not a liability to their communities."⁶⁵

General Naylor made special mention of the educational program's aim to study "the political, social, and economic conditions" of the country. Without a proper conception of these subjects, suggested Naylor, the enrollee "will be of little value to the community."⁶⁶ The average American boy according to General Naylor was too prone to forming a conception of operators and owners of American industries as "oppressors and crooks." This was as unfair "as the charge that employees are bolshevike." General Naylor hoped that study of this kind would promote a mutual cordiality between the "operator and employee."⁶⁷

The Civilian Conservation Corps was at its height in 1938 when General Naylor retired from the Army. The size of the Indiana District had grown to 28 companies, eleven more than the original seventeen organized in 1933. After 1938, the CCC began to decrease in size relative to the nation's increasing commitment to preparing for war. The CCC company at Fort Harrison, along with all other companies on military reservations, was dispatched to other camps as part of a plan to free

military facilities for other purposes.⁶⁸ In 1941 another CCC company arrived at Fort Harrison in order only to assist in the construction of a vast new Army hospital that eventually became the recovery station for thousands of American soldiers wounded by the battles of World War II.⁶⁹ The hospital at Fort Harrison was soon followed by other new construction projects that lessened both the need and the inclination to continue a program for the unemployed. Similar events were taking place nationwide forcing the government to discontinue the CCC program shortly after the United States entered into the war.

Footnotes

1. Leonard L. Lerwell, *The Personnel Replacement System in the United States Army*, Department of the Army Pamphlet No. 20-211, Washington, D.C., 1954, p. 230.
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7. "1928 Training Program is Out," *Fifth Corps News*, November 5, 1928, p. 1.
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10. "March Orders 11th Infantry," *Fifth Corps News*, May 5, 1928, p. 1.
11. "Teach Soldiers to Teach Others," *Fifth Corps News*, March 7, 1925, p. 4.
12. "Citizen Duties in Time of Peace," *Fifth Corps News*, May 9, 1925, p. 1.
13. Ibid.
14. "General Aultman on Preparedness," *Fifth Corps News*, December 5, 1925, p. 1.
15. Ibid.
16. "Col Stacey on Nat'l Defense," *Fifth Corps News*, November 19, 1927, p. 1.
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29. "Harrison Busy on C.M.T.C. Plans," *Fifth Corps News*, June 27, 1925.
30. Ibid.
31. "Athletics at Fort Harrison C.M.T.C. Will Include Every Form of Sport," *Fifth Corps News*, June 30, 1928, p. 6.
32. "Camp Hostess Has Role of Playing Sister and Mother to 4,000 Cadets," *Indianapolis Star*, July 4, 1938, p. 1.
33. Information received from the Directorate of Engineering and Housing, Fort Benjamin Harrison, February 16, 1982.
34. The buildings still remain (1983) on Glenn Road and are used among other things as an Arts and Craft Center and an Auto Repair Shop.
35. Today (1983), these buildings still stand and are used primarily as a storage area subject to the trailer court.
36. Maurice Matloff, General Editor, *American Military History*, Office of the Chief of Military History, United States Army, Washington, D.C., 1969, p. 413.
37. "Heavy Demands Made by CCC on 11th Infantry," *Fifth Corps News*, May 20, 1933, p. 1.
38. "Tent Cities Dot Landscape of Ft. Knox Army Post," *Fifth Corps News*, May 27, 1933, p. 1.
39. "Replacements Only for CCC World War Veterans' Camps," *Fifth Corps News*, June 24, 1933, p. 1.
40. "Indiana CCC Units to Mark Fifth Anniversary of Corps," *Indianapolis Star*, March 27, 1938, p. 40, c. 3.
41. "CCC in Indiana Does Varied Types of Work in Two Years," *Indianapolis News*, July 15, 1935, p. 5, c. 3.
42. Cpt. Evans Brings in CCC 517 for Work at Harrison," *Fifth Corps News*, June 3, 1933, p. 1.
43. *Indiana District: Civilian Conservation Corps, 1938 - 1939*, Fifth Corps News, Fort Benjamin Harrison, 1939, p. 16.

44. This historian is grateful to Mr. Herb Hines and Mr. Fred Brookins, original members of Company 3550 and career civil servants at Fort Harrison, for their help in detailing the accomplishments of the CCC at Fort Harrison during the late thirties.
45. Ibid.
46. Mr. Brookins indicated that gravel for road resurfacing was obtained from a pit at the present day site (1983) of Delaware Lake.
47. Ibid.
48. "The Fort Ben Banner," VOL VI, No. 7, July 31, 1937, p. 5.
49. Ibid.
50. Ibid, p. 9.
51. Ibid.
52. This fact was impressed upon me by Mr. Herbert Hines, an original member of Company 3550, in a December 27, 1982 interview. Speaking one week before his retirement from federal service at Fort Harrison, Mr. Hines stated that the CCC was "the best thing that ever happened to him." The program offered him a sense of direction at a time in his life when he needed one. The opportunity to "do something for what you get," in a time when work was scarce made the experience worthwhile for Mr. Hines.
53. "The Fort Ben Banner," VOL II, No. 8, Aug 31, 1937, p. 5.
54. Ibid, p. 3.
55. Ibid.
56. Ibid.
57. Ibid, p. 5.
58. "The Fort Ben Banner," VOL VI, No. 7, July 31, 1937, p. 3.
59. "Indiana CCC Serves as Pattern," *Indianapolis Star*, February 10, 1935, p. 4, c. 4.
60. "Indiana Pattern for CCC Courses In Adult Education for Corps Area," *Fifth Corps News*, February 16, 1935, p. 1.
61. *Proceedings: Indiana State Conference of Educational Advisors of the Civilian Conservation Corps Work Camps*, Bloomington, Indiana, October 7-9, 1934, p. 2.
62. Ibid, p. 2.
63. "Indiana Pattern for CCC Courses in Adult Education for Corps Area," *Fifth Corps News*, February 16, 1935, p. 1.
64. *Proceedings*, p. 13.
65. Ibid.
66. Ibid, p. 14.
67. Ibid.
68. "Fort Harrison CCC Camp to Close," *Indianapolis Times*, May 14, 1938, p. 3, c. 8.
69. "Martinsville CCC Unit Ordered to Fort Harrison," *Indianapolis News*, August 28, 1941, pt. 1, p. 8, c. 5.

CHAPTER V

WORLD WAR II AND THE POSTWAR ERA: 1940-1950

In 1939, the outbreak of war in Europe signalled the end of military complacency in the United States. Although the United States would not commit itself to war until the Japanese attack on Pearl Harbor in late 1941, the War Department began a precautionary expansion program that would allow the United States the advantage of “running” rather than slowly “walking” to the war in the event of a formal declaration. The change of pace was noticeable at Fort Harrison.

The normally routine garrison life of the 11th Infantry, which had lasted close to 18 years, came to an abrupt end in the fall of 1939. Major General Daniel Van Voorhis, Commander of the Fifth Corps Area, announced that the entire 5th Division would gather at Fort McClellan, Alabama in early November for winter training. Before the 11th Infantry returned to Fort Harrison on June 1, 1940, the men also had trained in Georgia and Louisiana.

The 11th Infantry's journey back to Fort Harrison was filled with much fanfare as the 2,000 man regiment formed an 18 mile long, 400 vehicle column that travelled through many small towns marking the route from Louisiana to Indiana.² The summer of 1940 at Fort Harrison was much the same as the preceeding 15 years, as the 11th Infantry hosted two Citizen Military Training Camps in July and August. However, the fall of 1940 was a time that changed the texture of military life at Fort Harrison forever.

Tactical training had changed drastically since World War I requiring ever larger expanses of land to exercise full divisions of combat troops. The size of Fort Harrison precluded its use as a tactical training base in 1940. Such was the case for other regimental posts of the Fifth Corps Area as plans were announced in the fall of 1940 to move the entire 5th Division to Fort Custer, Michigan. Temporary headquarters for the 5th Division came to Fort Harrison at this time until construction at Fort Custer could be completed. In December 1940, Brigadier General Joseph Cummins, Commander of the 5th Division, moved his head-

quarters to the Michigan post soon followed by the infantry regiments of the Fifth Corps. On January 6, 1941, the 11th Infantry departed Fort Harrison marking the last time an infantry regiment was permanently stationed at the post.³

Little time was lost in converting Fort Harrison to other war-time uses. As the 11th Infantry prepared to move to Michigan, President Roosevelt, in September 1940, signed a bill establishing a selective service system which through a draft would enlarge the military force of the nation. Local newspapers in Indiana immediately reported that Fort Harrison would be the site of both an induction and reception center used to process draftees into military service. The induction center would administer physical examinations, perform induction rites, and send new recruits to reception centers for classification and assignment.⁴ The heartbeat of activity at Fort Harrison quickened even more in December 1940 with the authorization to build a 1,000 bed general hospital on new land just east of the main post and near the reception center already under construction.⁵

Before the end of hostilities in 1945, Fort Benjamin Harrison would be employed for a broad range of war-related missions vital to the execution of global warfare. In addition to the induction and reception center and the general hospital, Fort Harrison, in the years 1940-45, became the site of the Army Finance School, the Chaplain School, a School for Bakers and Cooks, the Finance Replacement Training Center, a prisoner of war camp, and an Army disciplinary barracks.

Induction and Reception Center

On November 19, 1940, the first group of selectees arrived at the Fort Harrison Induction Center where their suitability for the military was to be determined.⁶ The Fort Harrison Induction Center, like others around the country, was designed to choose those who were suitable for sustained military service.⁷ The administration of a mental test to selectees to determine learning ability was the critical factor in the evaluation. Different tests were administered to different groups sorted out by education. Educational criteria were important in the induction process, but was not as important as the selectee's ability to learn and follow directions.⁸ The first group processed through the Fort Harrison Induction Center had to be sent to the Fort Thomas, Kentucky Reception Center for further classification since the reception center at Fort Harrison had not yet been completed.⁹ The second group of selectees through the induction center did not have far to travel as the newly constructed reception center at Fort Harrison received its first recruits January 14, 1941.¹⁰

Construction on the 1,000 man reception center began in September, 1940. J.G. Pearson Construction Company of Benton Harbor, Michigan was awarded the contract to construct an administration building, a recruiting building and warehouse, guard house, fire station, infirmary, post exchange, officers' quarters and mess building, 20 barrack buildings, and a cafeteria.¹¹ By June 1941, the need for additional facilities

prompted further construction that expanded the capacity of the reception center to 2,000 inductees.¹² Commanded in the early years by Colonel Thearl W. Essig of Warsaw, Indiana, the Fort Harrison Reception Center grew to become the largest facility of its kind by June, 1943.¹³

Arrival at the reception center was the young recruit's first contact with the military and was likely to leave a lasting impression on the soldier. Considerable care was taken to lift morale and to ease the soldier as gradually as possible into the military. A good orientation and a pleasant stay at the reception center were considered important in forming healthy long range attitudes about military life.¹⁴ The four or more days spent at the center could make or break the morale of the soldier whose military career had just begun. At Fort Harrison, the reception center was equipped with its own theater, chapel, post exchange, and recreation hall to make the recruit's stay as comfortable as possible.¹⁵

After orientation, the recruit was processed through the reception center where he "received his uniform and was rated according to his physical qualifications, mental ability, civilian experience, and special aptitude."¹⁶ The function of the reception center was to determine in which capacity the recruit could most benefit the Army. The battery of tests administered the soldier at the reception center were different from the tests given at the induction center. While the first wave of tests were used to determine suitability, the second wave, at the reception center, was used to channel the recruit into a military specialty where he could be used most effectively.

The Army General Classification Test, the mechanical aptitude test, and the radio code test measured the soldier's general learning ability, mechanical ability, and the ability to work in the communications field.¹⁷ The classification section at the Fort Harrison Reception Center tested men in groups of 170 but each man was afforded a private booth of his own "to make him comfortable while he is alone with his thoughts."¹⁸

To complement the findings of the classification tests, a skilled interviewer would question the recruit on his "background, education, training, and hobbies" in order to gain a fuller understanding of the soldier's potential to the military.¹⁹ From the interview, a man's main and second best civilian occupation were determined.²⁰ AGO Form No. 20, "the soldier qualification card," was appropriately coded to record classification test scores and information from the interview. Entries on this card were used to assign the new recruit to a military job. The qualification card followed the drafted soldier throughout his military career to each of his assignments and also provided the information for his discharge certificate that was in turn, used to find a job in civilian life.²¹

An additional unit was adopted by the reception center in October 1943 called Reception Station No. 6. The only one of its kind in the Fifth Service Command, the reception station received officers and enlisted

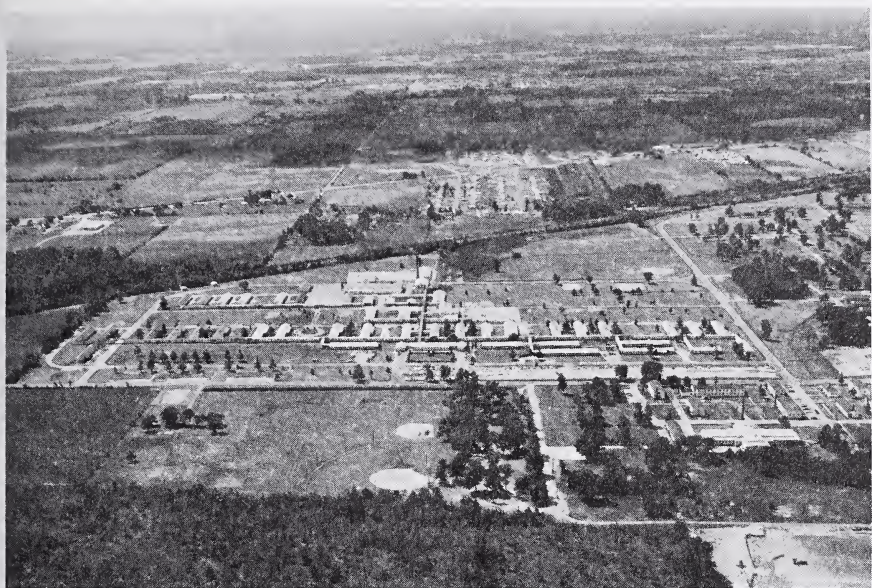
men from overseas, home for furlough and reassignment.²² The Fort Harrison Reception Center continued to grow throughout the war even as other reception centers were deactivated. When the reception center at Fort Hays, Ohio was deactivated in early 1944, Fort Harrison served to induct and process all selectees from Ohio, and when the draft slowed to a trickle in June 1944, the Fort Harrison Reception Center served all selectees from the Fifth Service Command.²³

The additional responsibilities assumed by the reception center taxed Fort Harrison to its limit. Further expansion was not possible. On August 15, 1944, Colonel Henry E. Tisdale, Post Commander, announced that a new personnel center encompassing all reception center activities at Fort Harrison plus a separation station and special training unit would be established at Camp Atterbury, Indiana. Before the month was out, the history of the Fort Harrison Reception Center had come to an end.²⁴

Billings General Hospital

The 11th Infantry had been gone from Fort Harrison for less than a week when the War Department advised the post command that 50 acres of farmland adjacent to the eastern edge of the reservation had been purchased for the construction of a 1,000 bed general hospital. The land, purchased from Mr. and Mrs. J. Frank Bellinger, Mrs. Alice A. Lyle, and John E. Vossler, eventually became the site of 85 separate buildings known as Billings General Hospital.²⁵ Named after Colonel John Shaw Billings, famous Civil War Surgeon from Switzerland County, Indiana and founder of the Army Medical Library, the complex had an original cost estimate of \$1,525,000.²⁶ The War Department contracted Leslie Colvin of Indianapolis to build the hospital on a cost-plus-a fixed-fee basis. The hospital complex was a series of wooden cantonment structures running east and west parallel to Shafter Avenue on the newly purchased plot of land just east of the reception center.²⁷ Connected by a labyrinth of passage ways, the hospital staff and patients could move throughout the complex without being exposed to the outside.²⁸ Construction on the Billings facility began in March 1941 and by mid-July the first patients were admitted into the hospital.²⁹

Billings General was one of nine Army hospitals built at this time to service an expanding military establishment urged on by the crisis situation in Europe.³⁰ Patients the first two years were primarily from the Fifth and Sixth Corps Service Areas, but beginning in March 1943, Billings began receiving patients from the Pacific and European battlefronts. The first patients came from Guadalcanal and New Guinea while casualties from North Africa and Italy came to the hospital during the remaining months of the war.³¹



This photo of Billings General Hospital was taken in 1967 sometime before it was dismantled. The area in the lower right hand corner was cleared for the new Hawley Army Hospital which opened in 1974.

When 298 wounded and sick soldiers arrived by train from the Pacific on March 6, 1943, stories began to fill the air at Billings about what the American forces needed to do to stop the "Japs." Corporal Edward G. Broeski of Chicago, recovering from severe shrapnel wounds, commented to reporters that the Japanese were a formidable foe who fought "to the finish."³²

Private Edmund Steele, a member of the Fort Harrison Station Hospital staff from Brazil, Indiana was the first patient admitted to Billings on July 15, 1941. Just one year later over 3,000 patients had passed through the admitting station of the hospital.³³ The sizeable hospital staff reflected the patient load during Billings' first year of operation. By July of 1942, 154 officers, 106 nurses, eight warrant officers, and 400 civilians were gathered together to serve the needs of the sick and wounded who came to Fort Harrison.³⁴ With the addition of the Medical Technician School in 1942, the Billings Community by itself, possessed a strength greater than all of the activities at Fort Harrison before the war.³⁵

Patients were transferred to Billings from station or field hospitals when hospitalization was to exceed 60 days or when inadequate local facilities could not meet the health care needs of the recuperating soldier.³⁶ The Billings complex was a totally self-sustaining hospital community that included among other things, a physiotherapy department, a dental clinic, a surgical department, laboratory facilities, a kitchen and cafeteria style mess hall, administrative offices, quarters for

doctors and nurses, an exchange, a library, and a recreation hall.³⁷ Patients and staff rarely needed to venture outside the hospital grounds for essential services.

One newspaper writer was noticeably impressed with the wonderful therapeutic environment of the hospital:

*Noticeably absent is that well-known "hospital smell." Instead there's the clean aromatic odor of new pine boards, refreshingly therapeutic in itself. The place is light, sunny, and spotlessly clean. Brisk, workmanlike, masculine, the atmosphere is curative and stimulating rather than depressing, even in the part reserved for the mental cases.*³⁸

The parents of an afflicted soldier were surely comforted by accounts such as this one describing the excellent conditions and care at Billings General.

Billings General was known for its exhaustive rehabilitation program that repaired the soldier and returned him to active duty or to a successful civilian life. The rehabilitation program was broken into three main divisions; each division designed to meet the differing needs of a wide range of patients. The reconditioning exercises provided by the physical therapist, occupational therapist, and education advisor proved to be effective in nursing the soldier back to health.³⁹

In 1943, the head of the physical therapy department at Billings was Second Lieutenant Esther Anderson of Decatur, Georgia. Lieutenant Anderson and her staff were responsible for the initial phase of recovery where the patient was retaught simple physical skills lost as a result of injury. This meant learning to walk again or regaining the use of injured arms, legs, or fingers.⁴⁰

Heading the occupational therapy section of Billings in 1943 was Miss Frances Stakel who, along with her staff, was responsible for returning bodily coordination to the patient and for developing potential occupational skills. Occupational therapy embraced a number of different activities each of which developed muscular coordination and skill. A patient undergoing occupational therapy at Billings might be involved in leather tooling, basket weaving, belt-making, painting, clay modeling, and weaving. During the warm months, patients were exercised in working the "victory garden" on the hospital grounds.⁴¹ Honoring the occupational therapy program in the summer of 1943 was Private Isidore Toberoff, the 1942 Pulitzer Prize winner in art. Private Toberoff, himself recovering from injuries, assisted with the therapy of fellow soldiers during his stay at Billings.⁴²

Although the soldier came to Billings to be healed of war injuries, part of the program at the hospital was geared to continuing the education of the patient whose convalescence covered several months. Correspondence courses at both the high school and college level were offered through the Armed Forces Institute while teachers from the area high schools volunteered their tutoring services to Billings patients engaged in

course work. The high level of participation in the education program of 1945 required two high school graduation exercises.⁴³

Patients whose vocational future was in question sought the assistance of a counselor who, with the help of tests to measure skill and aptitude, advised them on available job opportunities. The Indianapolis business community joined the effort to secure the future of patients at Billings by sending company representatives to interview and to offer soldiers the benefit of their professional experience.⁴⁴

The hospital community increased its number with the founding of a Medical Department Enlisted Technicians School on July 1, 1942. The school trained students from medical replacement training centers and the Fifth and Sixth Corps Areas who became medical, surgical, dental, laboratory, and X-ray technicians.⁴⁵ Original estimates predicted an enrollment of 1,000 students, but an increasing demand for technicians forced officials to enlarge the school to 1,750 students in December 1942.⁴⁶

Courses usually were three months long excluding the medical and surgical courses which were only two months in duration. Students balanced their time between the classroom and Billings Hospital where practical experience reinforced school house instruction. After completion of the required course, the medical technicians from the Corps Areas were sent back to their home units and those from replacement centers were assigned to a hospital to begin work.⁴⁷

The school was staffed with established members of the medical profession. Major George M. Powell, a prominent South Bend, Indiana dental surgeon, directed the training of the dental technicians. A professor of bacteriology at the University of Utah School of Medicine before coming to the Army, Captain Gustave A. Matson headed the busy laboratory section of the technician school. Instructors in general and blood chemistry included Lieutenant Herman China of the Northwestern University School of Medicine, Lieutenant Charles Botts, professor of bacteriology at Otterbein College, and Lieutenant R. K. Fiersten from the Illinois State Department of Health. Heading the surgical section was Major Francis S. Mainzer of Huntington, Pennsylvania while an Indianapolis native, Captain William Loehr, directed the x-ray section of the school. The Executive Officer and Director of Training was Major William A. Smiley, a Chicago ear, nose, and throat specialist.⁴⁸

The Medical Technicians School turned out graduates for close to four years during the war. Thousands of technicians who received training at Billings went on to serve their country in the challenging field of health care. At one point in its short history, the technician school doubled its original enrollment estimate and was holding classes in two shifts--from 8:00 to 4:00 p.m. and from 4:00 to midnight. On March 10, 1945, during the closing months of the war, the school was deactivated.⁴⁹

After close to five years of operation, the Army announced that Billings would cease to be a general hospital on March 10, 1946. Billings' patients would be transferred to other general hospitals while the

complex would be turned over to the Fort Harrison command for use as a station hospital until repairs could be made on the post's permanent medical facility originally built in 1908.⁵⁰ This war time medical institution achieved many distinctions perhaps the most notable was the development of a new technique to treat bone disease. The orthopedic center established at Billings in 1944 became the laboratory of a group of skilled bone surgeons who were able to save the arms and legs of many soldiers who ordinarily would have lost them.⁵¹

During most of its five years, the hospital was undergoing new construction to meet the challenges of war time medical care. By the fourth year of operation, Billings had evolved into a 2,000 bed hospital, double the original capacity of the complex. Over 500 Army Officers staffed this facility.⁵² When the hospital finally closed in March 1946, it bore little resemblance to the mammoth operation that a few years earlier had turned an empty cornfield into a bustling community of nearly 6,000 people.

Army Finance School

Colonel Arthur O. Walsh, Commandant of the Army Finance School in 1942, must have been pleased when he received orders to move the school from Holabird Quartermaster Depot, Baltimore, Maryland to Fort Benjamin Harrison, Indiana. The move not only meant more spacious facilities for the school, but it also put him closer to his daughter, a student at Indiana University, and to his wife's brother, E. S. Stout, dean at the Bloomington, Indiana School.⁵³

In making the move, Colonel Walsh indicated that the increasing responsibilities and the expanding role of the Finance Corps had made the training of Army personnel who handle vast sums of public funds more important than ever. The tremendous growth of the Army was behind the almost daily opening of new finance offices Army-wide.⁵⁴ The facilities at Fort Harrison seemed more than adequate to house the new Finance School operation.

With the beginning of the first class January 20, 1942, the Finance School's permanent party strength numbered approximately 185, including faculty. Along with the students, the four companies of the permanent detachment moved into the brick barracks formerly occupied by the 11th Infantry. Thirty-three classrooms were also fashioned from these buildings that bordered the east side of the parade grounds.⁵⁵

Three courses composed the curriculum of the school. The officer advanced course was preparatory instruction for officers who were later to command disbursing offices or to become fiscal advisors to commanding officers.⁵⁶ The officer candidate course prepared qualified personnel for duties as assistant finance officers. The third course was designed for noncommissioned officers and enlisted personnel whose assignments would take them to disbursing offices or field units which processed payment to men in combat.⁵⁷

Established in February 1942, one month after the opening of the Finance School, was the Finance Replacement Training Center.⁵⁸

Although the replacement center was a finance training institution, it was an activity separate from the Army Finance School. The Finance Replacement Training Center, one of several replacement centers nationwide, prepared draftees for duty in Army finance offices all over the world.

Arriving from reception centers from all parts of the United States, the draftee experienced ten weeks of training at the center. Later, the training time was reduced to nine weeks -- one week for processing, two weeks of military training, and six weeks of technical finance training.⁵⁹ When the center began operations, 225 students arrived the first week, followed by 225 more students every week thereafter until a strength figure of 900 was reached.⁶⁰

In order to extend the capacity of the Finance Replacement Training Center, the War Department ordered the Finance School from Fort Benjamin Harrison to Duke University and Wake Forest College in North Carolina August 1, 1942. The officer training program shifted to Duke University where university officials wished to contribute more directly to the war effort.⁶¹ The enlisted training course was moved to Wake Forest, approximately twenty miles from Durham, North Carolina, the home of Duke University.⁶² With the transfer of the Finance School, the Replacement Center doubled its capacity to over 1,800 trainees.⁶³



General Emmett J. Bean, who figured prominently in the history of Fort Harrison after 1950, served as Commandant of the Army Finance School when it was at Fort Harrison during WWII. This photo is of the then Colonel Bean leaving the Headquarters of the Army Finance School when it was at Duke University in 1942.

Sixteen months after the Finance School had moved to North Carolina, the enlisted men's branch of the school was ordered from Wake Forest back to Fort Harrison.⁶⁴ While at Wake Forest, the enlisted branch had added another course to its curriculum. A basic course for members of the Women's Army Corps (WAC) was developed to make use of WACs in the Army's financial operations.⁶⁵ In June 1944, the officers' branch of the Finance School vacated its quarters and moved back to Fort Harrison to rejoin the enlisted branch.⁶⁶



When the enlisted branch of the Army Finance School moved back to Fort Harrison from Wake Forest, North Carolina, in 1944, a basic course for the Womens Army Corps had been added. Pictured here are students at the Finance School when it was still located at Wake Forest.

Procedures to consolidate the Finance School and the Finance Replacement Training Center were initiated in April 1944. The consolidation was designated the Army Service Forces Training Center (ASFTC). The reorganization that combined the technical with the military training of the Finance Corps was thought to provide training experience that more closely reflected actual combat conditions.⁶⁷

Regular classes continued at the ASFTC through July 1946 when the decision was made to move once again the finance operations from Fort Harrison. This time the Finance School along with the Replacement Center was transferred to St. Louis, Missouri to merge with the Central Retained Accounts Division from Washington, D. C. to form what later became known as the Army Finance Center.⁶⁸ The establishment of the Finance Center in a remodeled small arms ammunition plant in St. Louis soon proved to be short term accommodations for the expanding financial arm of the U.S. Army.⁶⁹

Army Chaplain School

The Army Chaplain School, inactive since 1928, reopened at Fort Benjamin Harrison in March 1942. Approximately 75 clergymen of all denominations were expected to attend the first Army Chaplain Course since the school graduated its final class at Fort Leavenworth, Kansas.⁷⁰ Both the classrooms and quarters for the Chaplains' School were located at one of the newly constructed permanent barracks located on Otis Avenue just east of the main parade ground and near the War Department Theater.⁷¹



The Chaplains School, Fort Benjamin Harrison, May of 1942.

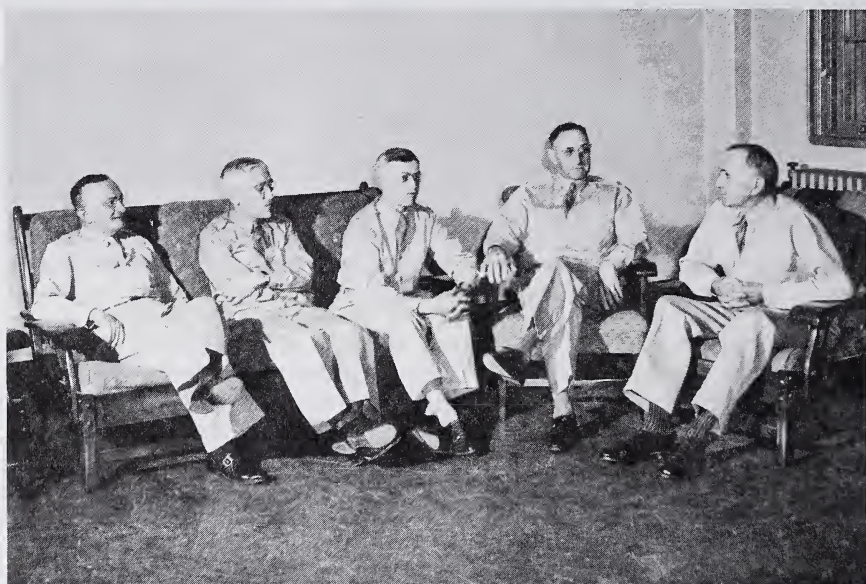
Clergymen attending the school had to meet a stringent set of requirements before the Army would consider them for a Chaplain's commission. To qualify for the Chaplain's course the pastor had to be (1) a male citizen of the United States, (2) a regularly ordained clergyman, (3) have a Bachelor of Arts or Bachelor of Theology or an equivalent degree from a recognized educational institution, (4) between the ages of twenty-four and fifty, and (5) an active minister with three years of recent experience.⁷² The school curriculum was devoted entirely to the Chaplain's military duties. The five week course was composed of 235 hours of formal instruction covering such topics as forms of worship, religious ceremonies, leadership demonstration, discipline, military courtesy and customs, rules of land warfare, military law, military hygiene and first aid, topography, graves registration, military correspondence, money and property accountability, investigation, interior guard duty, field service regulations, equipment, organization of the Army, recreation, education, music, offices of the division, Corps and Army chaplain demonstration, co-operation and supervisory duty, Army morale, and

chemical defense. The chaplain, like other trainees, was expected to be in top physical condition; consequently, close order drill and physical conditioning were a part of the school's curriculum also.⁷³

Commandant of the School was Lieutenant Colonel William D. Cleary, an Irish-American who immigrated to the United States from his native Tipperary as a young man of twenty-five.⁷⁴ Cleary who had served twenty-four years with the Army, including World War I, came from the First Armored Division at Fort Knox, Kentucky.⁷⁵

Colonel Cleary was enthusiastic about the revival of the Army Chaplains' School at Fort Harrison. "There has been a great religious awakening," suggested Colonel Cleary. An awakening that had brought the new Army closer to religion than the Army of 1917.⁷⁶

The Chaplain School Commandant was quite specific about the kind of pastors the "new Army" would need if the Chaplain Corps was to be of service to America's fighting force. "There are two types of pastors," theorized Colonel Cleary. "One is the bookish, brilliant kind . . . good with the ladies altar societies." "The other," declared Cleary, "is the robust, athletic kind. They're the kind for the Army. For us the other kind isn't worth a tinker's dam."⁷⁷



In early 1942, the Army Chaplains School was located at Fort Harrison. Pictured is the staff of the school. Left to right: LTC Diebert, LTC P.B. Rupp, LTC M.D. Merchant, LTC O.W. Reynolds, and COL W.D. Cleary, May 15, 1942.

After only four months of operations, the War Department ordered the Chaplain School to Harvard University as part of the general plan to expand the Finance Replacement Training Center at Fort Harrison. Four classes were graduated through the school during its term at Fort

Harrison. Colonel Albert Evans, Chaplain of the Fifth Service Command, addressed the last graduating class at Fort Harrison on August 6, 1942. Colonel Evans, in a mood that was perhaps both reminiscent and prophetic, told the class that he had no formal preparation for Chaplain duty during World War I and that he simply "learned by trying." The chance to prepare for the difficult tasks that were ahead was a great opportunity, continued Evans.⁷⁸ Without much interruption, Colonel Cleary and his eleven faculty members began the fifth Chaplains' Course of 1942 on August 10, 1942 in Cambridge, Massachusetts, four days after the last graduation exercises at Fort Harrison.⁷⁹

Fifth Corps Area School for Bakers and Cooks

One of the oldest established units at Fort Harrison which stayed after the 11th Infantry's departure was the Fifth Corps Area School for Bakers and Cooks. Formed in 1924, the School was the training ground for all Fifth Corps Area Cooks.⁸⁰ Units of the Corps would send students to the Fort Harrison school to learn the art of military cooking for soldiers in the field or serving garrison duty.

In 1942, the School expanded to include six separate schools at five different locations. Under the command of Major Frank E. Noyes, the school continued its operation at Fort Harrison along with two new schools at Fort Knox, Kentucky, and one school each at Camp Atterbury, Indiana, Camp Campbell, Kentucky, and Camp Breckinridge, Kentucky.⁸¹ At the height of activity, the school was graduating 60 mess sergeants, 300 cooks, and 20 bakers each month. The normal four month course had been shortened to two months to meet personnel demands caused by the war.⁸² The school at Fort Harrison was deactivated in August 1943 and reinstituted at Fort Knox, Kentucky the same month.⁸³



Delivering bread on Post was the job of PFC William Daugherty of the Bakers and Cooks School. Pictured in 1941, PFC Daugherty is preparing to leave the school for one of his deliveries.

Prisoners of War at Fort Harrison

Of the estimated 400,000 Prisoners of War in the United States in 1945, the Italian and German prisoners who came to Fort Harrison during the 1944-45 period were but a small percentage of the total.⁸⁴ Prisoners of war remained at the post until American prisoners were brought to Fort Harrison to fill the U. S. Army Midwestern Disciplinary Barracks, established in late 1944.⁸⁵

A group of 250 Italian prisoners of war were brought to Fort Harrison in January 1944 to perform general labor on the post grounds. The Italian prisoners, formerly incarcerated at Camp Atterbury, Indiana, helped to relieve a critical labor shortage at Fort Harrison. Camp Edwin F. Glenn, site of the Citizens' Military Training Camp during the thirties, was made over into a POW compound. There were three different Commanders of the Camp during the four months the Italians were at Fort Harrison. Majors Floyd H. Ewinger and Harry Manson were followed by Captain David O. Gibson.⁸⁶ Gibson, a native of Indianapolis, Indiana, was transferred to Fort Hays, Ohio with the departure of the Italian POWs in May 1944.⁸⁷

Assuming command of the Fort Harrison POW camp in late May 1944 was Major Walter C. Giese, another native of Indianapolis who was the executive officer of the 798th Military Police Battalion. Major Giese commanded a stockade of German prisoners of war who arrived at Fort Harrison from a similar camp in Texas. Giese's knowledge of German, which he learned while attending St. Paul's Lutheran Parochial School as a boy, surely enhanced his ability to manage the new group of prisoners.⁸⁸

Approximately 300 German prisoners arrived at Fort Harrison still wearing the uniform of Rommel's famed "Afrika Korps." The uniforms were worn and faded, but the soldiers seem to have retained a sense of pride in them. The German POWs were all enlisted soldiers; a few were noncommissioned officers. They ranged in age from twenty to forty-three years.⁸⁹ Like the Italians, the German prisoners worked solely on the post grounds until they were moved to Fort Knox, Kentucky, in February 1945.⁹⁰

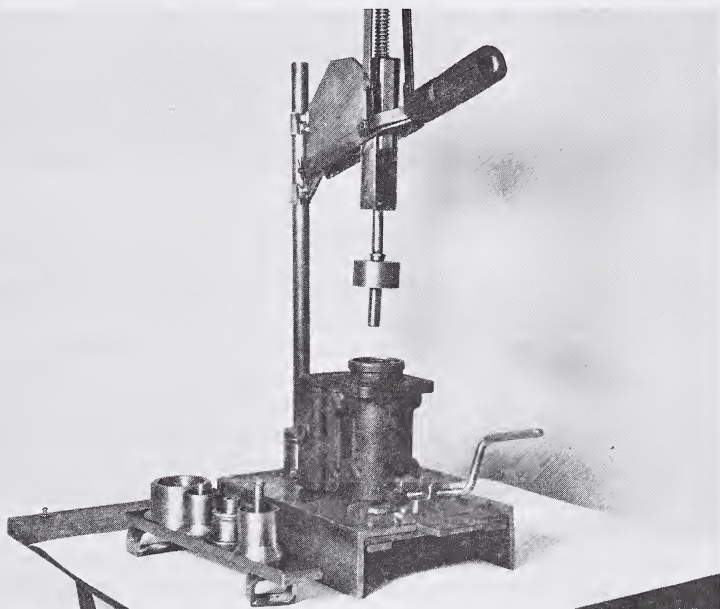
The Midwestern Branch of the US Army Disciplinary Barracks

Colonel Henry E. Tisdale, Commander of Fort Harrison throughout most of the second World War, notified local Indianapolis and Marion county authorities on September 27, 1944, that an Army disciplinary barracks was to be established at Fort Harrison on the grounds of the disbanded Reception Center.⁹² The removal of the Reception Center to Camp Atterbury in August had created vacant space ideal for a replacement activity. Tisdale stated that stockades would be constructed around the barracks formerly occupied by the selectees who passed through the Reception Center.⁹³

The transfer of court-martialed American servicemen to Fort Harrison was part of a larger plan by the War Department to relieve the overcrowded conditions at the U. S. Disciplinary Barracks at Fort

Leavenworth by creating four separate branch disciplinary barracks in different sections of the country.⁹⁴ Originally, the capacity of the disciplinary barracks was set at 2,000, but by June 1945 approximately 2,700 prisoners were in residence at the Fort Harrison compound.⁹⁵ When the barracks-prison was officially opened on November 11, 1944, Colonel Peyton C. Winlock had been appointed Commandant by the Fifth Service Command.⁹⁶

The disciplinary barracks served a two fold purpose for the Army. First, the rehabilitation program of the barracks unit sought to return deserving soldiers back to active combat duty after they had demonstrated sufficient proof that they had mended their ways. Second, the labor performed by the imprisoned servicemen was harnessed to reclaim war materials for further use by American fighting forces.⁹⁷ Both objectives were well-served. By September 1946, 1,000 men had been restored to active duty. War materials ranging from Army uniforms and shoes to military vehicles were recycled for additional use. After the disciplinary barracks had been in operation six months, five to six hundred pairs of shoes were being repaired daily while four to five hundred vehicles were being overhauled monthly. In July of 1945, a box factory established at the barracks began turning out heavy duty crates used to ship war materials.⁹⁸



This is a device for installation of a lock spring in main bearing of vehicular brakes. It was invented by Carl Roberts and John Clancy when they were prisoners at the Midwestern Branch, US Disciplinary Barracks, Fort Harrison in 1946.

Local citizens, though, were never impressed with the surface successes of the disciplinary barracks. The public anxiety aroused by the

presence of the barracks at Fort Harrison became vocal following a riot and fire at the compound on the evening of May 31, 1945.⁹⁹ The normally placid and mutually supportive relationship between the Army and the people of Marion County was ruptured temporarily as a result of the disturbance which killed two and seriously wounded three.¹⁰⁰

First reports from the scene indicated that the fire was the cause of the riot, but later, after preliminary investigations, Army officials discovered that the fire had been started after the beginning of the riot to cover a planned escape. Prisoners rushed the stockade fences, barbed-wire barriers of eight and twelve feet tall, bordering the perimeter of the compound. Tower guards were forced to repel the escaping prisoners by firing machine gun bursts. In the panic, Colonel Winlock rushed to the scene of the fire and was attacked by prisoners wielding brick bats. Prison security eventually gained control of the situation by herding prisoners into an area safe from the fire. After calm was restored, two men were found dead, Everett Jackson, an Indianapolis fireman, died of a heart attack, and Private Elton Hendrix, a prison guard from Paducah, Kentucky, was fatally wounded by ricocheting machine gun fire. Three prisoners received bullet wounds also. The fire damage was extensive, destroying nine barrack buildings in the prison area closest to Billings General Hospital.¹⁰¹

In general court martial proceedings, three of five prisoners brought before the court received convictions. After fourteen hours of deliberation, William A. Sprouse, 26, of Charleston, South Carolina; James J. Johnson, 31, of Atwood, Oklahoma; and Willie Marsh, 40, Chicago, Illinois were found guilty as charged. Marsh and Sprouse were sentenced to seven years hard labor, and Johnson was given five years of the same punishment.¹⁰²

In the aftermath of the disturbance, several citizen groups voiced their disapproval of the disciplinary barracks. Less than a week after the riot, William H. Book, executive vice-president of the local Chamber of Commerce, lodged a complaint with Indiana 11th District Congressman Louis Ludlow. Mr. Book, speaking for the Chamber of Commerce, complained that the "disciplinary barracks is a highly undesirable addition to the Fort, particularly because the prison is located near Billings General Hospital." Book felt that people "going to the hospital to visit patients find the proximity of the prison to the hospital to be highly objectionable. It's time for the War Department to consider whether the prison should be moved."¹⁰³

The Chamber of Commerce withdrew its objections when the Army agreed to move the section of the barracks closest to Billings Hospital to another area of the post. About 800 of the estimated 2,800 prisoners were affected by the move. However, the controversy reheated in September 1945, when John H. Dwyer of Lawrence, Indiana was assaulted by a prisoner trying to escape. The attack on Dwyer, a civilian guard at the prison, was enough to mobilize the citizens of Lawrence and other nearby towns to petition the removal of the barracks. Colonel Benjamin Albert,

newly appointed commandant at the disciplinary barracks, appeared before these citizens to ward off the most recent resurgence of public protest directed at the barracks. Colonel Albert assured the citizens' group that the recent crime wave in Indianapolis could not be blamed on prisoner escapes from the disciplinary barracks. Only twelve percent of all escapees are caught in Indianapolis, stated Albert, the rest "make for home."¹⁰⁴



COL Benjamin Albert, Commandant of the Disciplinary Barracks at Fort Harrison in 1946, demonstrates a snipescopes, a device which when attached to a rifle enables the operator to distinguish targets in total darkness.

Until the controversy died, the Fort Harrison command found itself on the defensive for the first time in the post's history. Three days after the riot, Fort officials announced the construction of three concrete block buildings to house prisoners in solitary confinement at the disciplinary barracks. Colonel Tisdale stated that the construction of these buildings, each containing forty-eight cells, did not mean that the prisoners would be at Fort Harrison permanently. The permanent contructions were simply an additional "safety precaution" that would provide for the segregation of "incorrigibles" from the rest of the prison population.¹⁰⁵

Fort officials also went to great lengths to familiarize the public with the operation of the disciplinary barracks which up until the riot remained a mystery. Reporters from the area newspapers were invited to tour the barracks area to learn "the little known side" of the prison's operation--the rehabilitative function that gives soldiers a second chance.¹⁰⁶ The reporters, guests of Colonel Tisdale, Colonel Winlock, and Major Joseph Deutschle, public relations officer of the Fifth Service

Command, learned that barracks prisoners had been convicted of many crimes including murder and larceny, but that the majority were deserters or who had been found guilty of absence without leave.¹⁰⁷

In spite of continual public pressure to remove the prison, the disciplinary barracks remained a major post activity until May of 1947 when the Army abandoned Fort Harrison. When Colonel Winlock retired due to "ill health" in July 1945, Colonel Albert assumed command until the disciplinary barracks closed along with the rest of the post in 1947.¹⁰⁸ In November 1946, the barracks became a probation training center for the eastern and central sections of the United States. Only prisoners from other barracks accepted for rehabilitation programs came to Fort Harrison after that date.¹⁰⁹ On the day the barracks closed, the Army announced that of the 6,285 prisoners incarcerated at Fort Harrison from 1944-1947 twenty-two per cent had been restored to active military duty.¹¹⁰

1947 - 1950

Throughout the year of 1946, activities at Fort Harrison were gradually phased out with the lessening demands of war. Billings Hospital was deactivated in March, the finance operation moved to St. Louis in July, and the disciplinary barracks had been scaled down to a probation training center by November. As could be expected, the future of Fort Harrison became more of a question mark as the nation began to pare down its war machine to peace time levels.

December 6, 1946, marked the beginning of a new era in the history of Fort Harrison. On this date the Army Chief of Staff notified Indiana Senator Homer E. Capehart that Fort Harrison would be abandoned. The prisoners at the disciplinary barracks were to be transferred to other installations leaving a small station complement to care for the post.¹¹¹

Between December 6, 1946 and June 30, 1947, the day the post was finally abandoned, several individuals and groups petitioned the War Department with proposals for the future use of Fort Harrison. One group viewed the abandoned facility as an ideal location for a community development project to relieve the housing shortage in Marion County.¹¹² Another group, headed by Indianapolis attorney, Kurt F. Pantzer, proposed using the reservation as a park and recreation area.¹¹³ The Veterans Administration worked laboriously to acquire the permanent constructions at Fort Harrison for conversion to a tuberculosis treatment center. The VA already had acquired the Billings complex for use as a hospital and had been admitting patients since October 1946.¹¹⁴ The state of Indiana was also interested in gaining the rights to Fort Harrison for use as a state mental institution. This request was granted in part when Central State Hospital received permission to open an annex at the post.¹¹⁵

When the Post was officially declared "United States Army surplus" on July 1, 1947, it was still the object of much debate. As if the competition for the abandoned facility was not keen already, General Howard H. Maxwell of the Indiana National Guard entered another bid

to the War Department on behalf of the state's Guard units. "A division could maneuver very nicely there, without artillery," said General Maxwell, "and we need it very badly."¹¹⁶

Secretary of War Kenneth Royall ended the speculation August 13, 1947 when he returned Fort Harrison to active status as a permanent military post. After weighing all of the proposals, Royall concluded that "retention of this military post as a military reservation must come first because Indiana has no other installation suitable for use of the state's national guard and the federal military district. Economy alone would cause the War Department to retain it for such use."¹¹⁷ Before the year was out, Fort Harrison became a part of the Second Army and the home of several activities. The Indiana Military District Headquarters moved into Fort Harrison along with the Indiana Selective Service Headquarters. The National Guard also acquired several buildings on the reactivated post to store supplies and equipment. Added to the VA Hospital and the Central State Mental Colony, the new activities breathed new life into the once failing Indiana post.¹¹⁸

A few months later in July 1948, the newly established Department of the Army announced in Washington, D.C. that an investigation was underway to study the possibility of locating a new Air Force unit at Fort Harrison. The new Air Force unit was to be a combination of the commands in Omaha, Nebraska and New Rochelle, New York. There was an immediate outcry from representatives of the Indiana Military District and the Second Army who claimed the proposed move would tax the already crowded conditions at the Fort and would eventually cause the present tenants to be removed to other locations.¹¹⁹

In spite of the protest, the Second Army was ordered to relinquish command of Fort Harrison to the 10th Air Force on October 1, 1948. A brief ceremony in the office of Major General Paul L. Williams, Commander of the 10th, allowed Colonel Peter C. Bullard, the Army post commander to pass control of Fort Harrison to Colonel Lotha A. Smith, the new Air Force base commander. Colonel Bullard continued to serve as executive officer of the Indiana Military District. All other previously assigned activities remained at Fort Harrison also.¹²⁰

Approximately one thousand officers and enlisted of the 10th Air Force were transferred to Fort Harrison from Omaha, Nebraska, where their former base was being rennovated to accommodate the headquarters of the Strategic Air Command. The Air Force planned to use the grassy runways of Schoen Field on the southern edge of the post for its small planes while Stout Field, an airfield west of Indianapolis, was to service the larger planes of the Tenth.¹²¹ From its Indianapolis base, the 10th was assigned to air defend thirteen midwestern states.¹²² The Air Force, however, never had the opportunity to exercise this mission.

No sooner had Fort Harrison been renamed Benjamin Harrison Air Force Base, than officials announced that the Army would reacquire the post in early 1950. By January 13, 1950, most of the 10th Air Force had moved to a new home at Selfridge Field, Michigan.¹²³

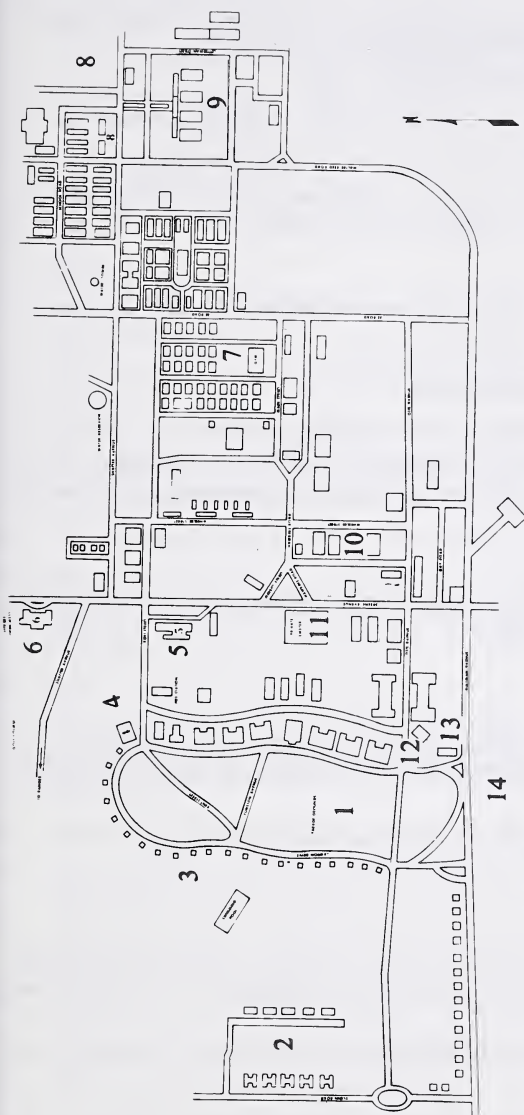
The events surrounding the Army's reacquisition of Fort Harrison are interesting in light of the Air Force's initial long term commitment to turning the military reservation into a class A air base. The 10th Air Force was in Indianapolis less than a year when the decision was made to relocate elsewhere. Several factors were probably involved, but the two most likely reasons for the 10th's abrupt departure were the inadequate facilities at Fort Harrison, and the Air Force's brief but poor relationship with the government officials of Indiana and Marion County.

The overcrowded conditions at Fort Harrison were a problem for the Air Force from the very beginning and was probably a point of aggravation for the 10th's command. The post-World War II housing shortage was particularly acute in the Indianapolis area and the evidence suggests that the Air Force was not able to find quarters for its men as quickly as it would have liked. In fact, much of the ill feeling between the Air Force and local officials stemmed from this problem.

Housing may have been the least of the problems of running an Air Force headquarters command from an abandoned Army post. Schoen Field, a 1923 vintage airstrip, simply was not fit to accommodate the kind and number of aircraft that supported a modern air force. There was some talk of modernizing the old air field, but the seven million dollar price tag along with other problems was enough to make the Air Force back-off of this plan.¹²⁴ What disturbed the Air Force the most, though, was the lack of cooperation from local officials in establishing residence in Indianapolis. Indiana Governor Ralph Gates had worked earnestly to bring the Air Force to Indianapolis once he learned of the Army's intent to evacuate the Post. However, when he learned that the Air Force "high brass" was trying to annex the Indiana State Police Headquarters Building at Stout Field, Gates suddenly turned on the new tenants of Fort Harrison.¹²⁵

As if the need to use Stout Field was not enough of a handicap, the Air Force had to struggle with the Indiana Air National Guard for authority of the westside air field. A similar conflict surfaced at Fort Harrison when the Indiana Military District Command and the Indiana National Guard objected to the Air Force's attempt to wrestle every building from their control.¹²⁶

The incident that created the most discord flared when Mayor Al Feeny of Indianapolis accused Air Force officials of trying to evict 132 families from "Tyndall Towne," a small housing community bordering Stout Field. Not long after this incident, the Air Force threatened to move if they could not get more local cooperation.¹²⁷ Even though the 10th Air Force Commander, Major General Paul Williams, expressed surprise at the sudden decision to move his unit to Michigan, he may not have been too disappointed.¹²⁸



KEY TO MAP OF FORT BENJAMIN HARRISON

1903 - 1950

1. Original Post Constructions of the 1906-1908 period.
2. Camp Edwin F. Glenn, Site of the Citizens Military Training Camps from 1925-1941. POW Camp from 1944-1945.
3. Commanding General's Quarters, 1917 (Bldg. 655).
4. Original Post Headquarters Building (Bldg. 663).
5. Station Hospital, 1903-1950.
6. Officers Open Mess Dedicated in 1944.
7. Location of the Fort Harrison Reception Center and Midwestern Disciplinary Barracks, 1941-1947.
8. Medical Technicians School, 1942-1945.
9. Site of Billings General Hospital, 1941-1946.
10. Original Post Stables (Bldgs. 31 and 32).
11. Springs Valley Cemetery.
12. Cook and Bakers School, 1924-1943.
13. Interurban Train Station, 1908-1941.
14. Schoen Air Field, 1923-1950.

Footnotes

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CHAPTER VI

REESTABLISHING FORT BENJAMIN HARRISON: 1950-1957

Against the backdrop of the Korean War and the expanding political and military role of the United States around the world, Fort Benjamin Harrison surged to new prominence in the 1950's. Events which dictated the history of Fort Harrison for the next thirty years moved quickly once the Air Force began to prepare its leave to Selfridge Field in late 1949. In April 1950 the Army reacquired the post and assigned it to the Fifth Army Command, Chicago, Illinois. Colonel John H. Gibson, Chief of Administration of the Army Finance Center, came from St. Louis to take temporary command of the post in September 1950. Along with Gibson came rumors that the Army Finance School would be returning to its World War II home to establish permanent residency.¹ Later the same month those rumors were confirmed--the Finance School was coming back to Fort Harrison.

The revival of the Indianapolis military reservation continued when Pentagon officials announced the Adjutant General School would move from Fort Lee, Virginia to Fort Harrison.² Before the close of the year, the Army began making room for the new tenants by evicting some of the state agencies in residence at the post. Included in the group was the colony of 280 mental patients from Central State Hospital which had been quartered in one of the permanent brick barracks.³

The biggest news was yet to come though. In January 1951 the Army announced intentions to invest 23 million dollars in a mammoth construction project to house the Army Finance Center upon relocation from St. Louis. Colonel M. B. Hale, heading an advance party from St. Louis, stated that the proposed finance facility would require 6,000 civilian employees once the entire finance operation had transferred from Missouri. Colonel Gibson estimated 4,000 soldiers would be stationed at Fort Harrison when everything was put into place.⁴

Except for the occasional combat soldier rotating to Fort Harrison, the Korean War seemed but a mild intrusion into the real order of

business at the Indiana post. The tremendous and rapid expansion of Fort Harrison during this time captured the attention of military personnel assigned to manage the growth and the local citizens who stood to benefit economically from the new development.

Construction projects at Fort Harrison proceeded at breakneck speed during the 1950's. The Department of Army in November 1951 approved construction of 300 "garden type" housing units to be built on 108 acres on the southwest side of the post. Provided for under the Wherry Housing Bill, the apartment complex was to alleviate a shortage of housing for the estimated 5,000 military and civilian employees expected to work at the revitalized Army post.

Ground breaking ceremonies in September 1953 celebrated the beginning of construction. Tenants began occupying apartments in April 1954, but the entire complex took nearly one year to complete. When the project was first announced, rent for the efficiency, one, two, and three bedroom apartments was expected to range from \$76-104 a month. Although privately owned, military and civilian employees of the Fort were given preference over others seeking housing in the new apartments.

The three main thoroughfares of the complex were named after distinguished officers formerly stationed at Fort Benjamin Harrison. Drum Drive was named for Lieutenant General Hugh A. Drum, former Assistant and Deputy Chief of Staff of the Army who came to Fort Harrison in 1912 as a young captain with the 23rd Infantry Regiment. Former Fort Harrison Commanding General William K. Naylor received the honor of having Naylor Circle named in his memory. The last street, Dawson Circle, was dedicated to Colonel Mark A. Dawson, Commanding Officer of the 3rd Field Artillery at Fort Harrison from 1923-1927.

The need for more military housing led the Army to purchase the complex from Benjamin Harrison Village Incorporated, of Beverly Hills, California, in April 1960. The government plan to do a \$600,000 remodeling job at this time was a design to make the units suitable for military families.⁵



The Wherry Housing Development as it appeared in the 1950's.

The leading headline in the *Indianapolis Star*, August 8, 1952, boldly announced Congressional approval of a five million dollar "administrative and training building" for the U.S. Army Adjutant General and Finance Schools at Fort Harrison. As described by Colonel L. S. Smith, Adjutant General School Commandant, and Colonel F. G. Fraser, Finance School Commandant, the new three story school building would bear the shape of a large capital "E" and have sixty-seven classrooms. The building contract was awarded to J. L. Simmons of Indianapolis in late October 1952.

An estimated 20,000 onlookers participated in the ground breaking ceremonies in November, 1954. General John E. Dahlquist, Army Chief of Field Forces, was the honored guest and principal speaker for the event that was broadcast over two local television stations. Two years later on February 27, 1957, the \$4,400,000 school was dedicated by Honorable Hugh Milton II, Assistant Secretary of the Army for Manpower and Reserve Affairs.

Speaking before Indiana Congressmen Charles Brownson and William G. Bray; the Army Chief of Finance, Major General Harry W. Crandall; The Adjutant General, Major General Herbert M. Jones; and a large throng of spectators, Assistant Secretary Milton observed that the Finance and Adjutant General job is a big one that was growing. "The scope of these activities," stated Milton, "is indicated by the fact there are financial records and administrative records available on approximately one out of every five adult Americans." The Assistant Secretary's remarks were appropriate for the third largest military structure in the United States capable of handling as many as 2,700 students.⁶

Interestingly, the new school building went unnamed for almost six years. Known only as "Building 400" from 1957-1963, the combined Adjutant General and Finance School facility was formally dedicated to the memories of Major General Horatio Gates and Brigadier General Herbert M. Lord in December 1962.⁷

A brief ceremony acknowledging this fact was conducted by Brigadier General William C. Haneke, Fort Harrison Commanding General, in July of the following year.

Major General Gates was named the first The Adjutant General of the Continental Army by General George Washington on June 17, 1775. Brigadier General Herbert M. Lord became the first Chief of Finance in July 1920 following a major reorganization of the Army after World War I. Shortly after appointment as Chief of Finance, General Lord persuaded the War Department to establish the Army Finance School.⁸



Aerial view of Gates-Lord Hall in 1959, "home" of the Adjutant General School and the Finance School.

Throughout the 1950-1980 period, the Fort's growth was charted by the post newspaper tentatively named "The No-Name News" in the early months of the reactivation of Fort Harrison. The newspaper was christened *The Harrisonian* in July 1951, after the Post Commander Colonel E. P. Beyer sponsored a contest to name the tabloid. *The Harrisonian's* first editorial staff included publication officer, Lieutenant David B. Gaffney, called to active duty from a faculty position with the University of Michigan. Private First Class Charles Runyon, a former editor of the 5th Division *Cockatoo*, Pusan, Korea, served as the *The Harrisonian's* first editor. The paper's first Editorial Assistant was Private First Class John Sova, Jr., former publicity director at Creighton University.⁹

The newspaper changed titles in December 1954 when the command discovered the name "Harrisonian" to be in violation of an Army regulation prohibiting privately owned newspapers from adopting military units or installations as names for their enterprise. For a brief period, December 1954-May 1956, the newspaper was known as *The Observer*. A looser interpretation of the regulation allowed the newspaper to readopt its former name at this time.¹⁰

The name remained unchanged for nearly ten years until a dispute with the paper's private contractor led to the quick demise of *The Harrisonian*. On February 26, 1966, without notice, the newspaper discontinued publication. Two months later, the publication resurfaced under a new name and contract. Since April 1966, the post newspaper has been known as the *The Harrison Post*. Whatever the name, the post

newspaper became woven into the fabric of the Fort Harrison community over the years, providing coverage of a variety of activities affecting the military and civilian personnel who worked there.¹¹

Capping the era of revitalization at Fort Harrison, the five major commands of the post celebrated the Fort's golden anniversary on June 16, 1956, fifty years to the day after War Department General Order 107 designated the new post near Indianapolis Fort Benjamin Harrison. The Post and Finance Center Commanders, the Adjutant General and Finance School Commandants, and the Indiana Military District Commander participated in the all day affair highlighted by a post-wide retreat parade, a Miss Fort Harrison Beauty Contest, and a formal dance. Miss Betty Smith of Fortville and the Finance Center was selected "Miss Fort Harrison" from over twenty other contestants.¹²



50th Birthday of Fort Harrison, 16 Jun 56.

Mr. George M. Davidson, Civilian Aide to the Secretary of the Army, for Indiana cuts the birthday cake during celebration of Fort Harrison's 50th Anniversary. Being served by Mr. Davidson are from left to right: Colonel F.J. Stagliano, Commandant of the Finance School; Colonel Harold Liebe, Commandant of Indiana Military District; Major General E.J. Bean, Commanding General, Finance Center; Mr. Davidson; Colonel Robert G. Smith, Commanding Officer, Fort Benjamin Harrison and Colonel Wm. R. Heard, Acting Commandant of The Adjutant General's School.

The thirty year period after the reactivation of the post proved to be an exciting time in the history of Fort Harrison. From an abandoned pre-World War II infantry post, Fort Harrison was transformed into an installation essential to the mission of a post war Army of one million

soldiers, five times the size of the Army in 1940. The tremendous expansion of the military body spelled new importance for the administrative and financial wings of the U.S. Army. Responsibility for the personnel and financial operations of the vastly expanded Army also increased five-fold giving the soldier support business unprecedented prestige in a new age.

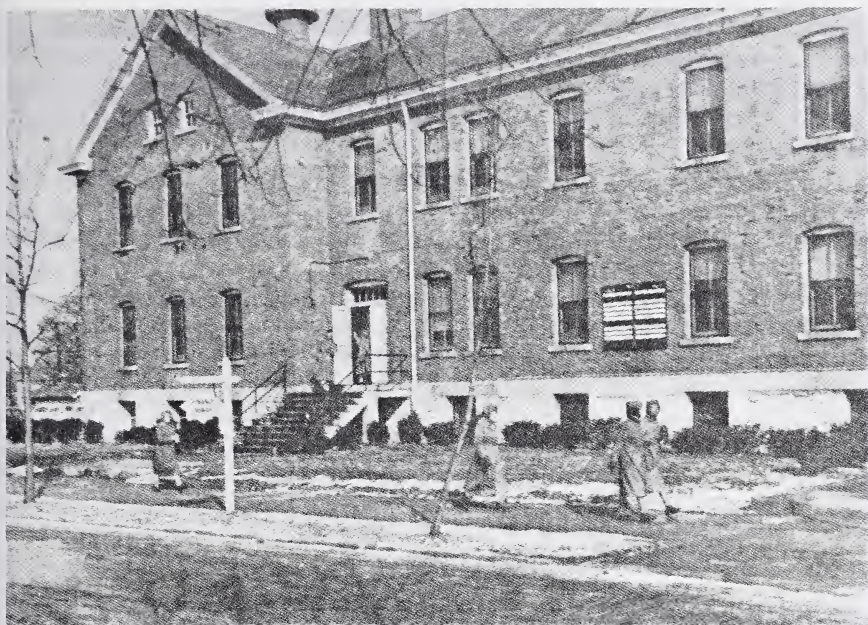
The Training Mission: 1951-1962

The training mission of Fort Harrison changed substantially in the 1950's. The infantry training of regimental units disappeared with the evolution of modern warfare. Due to its size and location, Fort Harrison no longer was suited for infantry drill. The kind of training that came to the Fort in the early 1950's was suited for the smaller post. Emerging from basically the same forces that rendered the post obsolete in 1947, the highly skilled and specialized training of the Adjutant General and Finance Corps' composed a large and very important slice of the Fort's redefined mission in 1951. The increasing technical sophistication and size of the Army stripped the Indiana post of one mission and thrust upon it another.

Indiana Governor Henry F. Schricker and Post Commander Colonel John Gibson greeted the first contingent of the Adjutant General School on March 6, 1951. Thirteen train cars of 300 enlisted soldiers and 20 officers arrived at Indianapolis from Fort Lee, Virginia. Just over one week later, on March 15, 1951, the Adjutant General School began the first courses of instruction at Fort Harrison with 800 students. Colonel Leland S. Smith, school commandant, was expected to direct a staff and faculty of 150 officers, 350 enlisted personnel, and 100 civilians.¹³

Personnel from the Army Finance School arrived at Fort Harrison in March 1951 also. The Finance School faculty began classes on April 1. The transfer of the Finance School from St. Louis marked the third time the school had settled into quarters at Fort Harrison. Brigadier General Emmett J. Bean, school commandant, planned to make Fort Harrison the last stop on the school's nomadic journey. General Bean stayed in St. Louis to attend to his other command, the Army Finance Center, while the Finance School at Fort Harrison fell into capable hands of the Deputy Commandant, Colonel John C. Lackas. "It is a real step forward," observed Colonel Lackas, "to have the Army Finance School located at Fort Benjamin Harrison . . . It provides the school with more adequate school facilities to cope with the present accelerated training program."

The Finance School graduated its first students in June 1951, a group that included both Army and Air Force personnel. Established as a separate military service in 1947, the U.S. Air Force had not completely severed ties with its parent organization--the U.S. Army. As Air Force financial procedures became more distinct, classes for Air Force personnel only had to be organized. In August 1951, the Finance School staff began separate training for the Air Force. The majority of these classes were taught by Army faculty, but the specialized Air Force



U.S. Army Finance School, Fort Benjamin Harrison, 1955.



Major Robert Reese, Director of the Finance School's Military Training Department, explains his department's role in the Finance School to MG O.P.J. Rooney, Paymaster General of the British Army, October 31, 1956.

courses were taught by Air Force officers assigned to Fort Harrison.¹⁴ The Air Force established its own finance training institution in July of the following year and withdrew all Air Force personnel from the Army Finance School and moved them to Lowry Air Force Base, Denver, Colorado.¹⁵

Both the Adjutant General Corps and Finance Corps were new organizations within the Department of the Army when their training arms were brought to Fort Harrison in 1951. The Adjutant General Corps did not become a separate branch of the Army until July 20, 1950 with the passage of the Army Reorganization Act. However, the Adjutant General Corps' lineage stretched back to June 16, 1775, when the Continental Congress appointed Brigadier General Horatio Gates as The Adjutant General of General George Washington's Continental Army. *The Harrisonian* observed The Adjutant General's birthday in June 1956 by describing the growth of the office as one whose records were once kept in "a 4-horse wagon" but now required a large installation in the Pentagon plus a 1,500,000 square foot personnel records depository in St. Louis and five regional offices throughout the United States.¹⁶

With the passage of the National Defense Act of 1916, The Adjutant General assumed most of the special functions that were associated with the office through World War II. The formal responsibilities of the Adjutant General stipulated by the 1916 legislation included procurement functions, assignment, promotion, transfer, retirement, and discharge of all officers and enlisted personnel. The Army Postal Service and Special Services responsibilities had become part of The Adjutant General's mission by the time the school established residence at Fort Harrison.¹⁷

The Adjutant General School celebrated its tenth birthday on June 14, 1951, three months after arriving in Indiana. The school was established formally in 1941 at Arlington Cantonment, Virginia, as a special service school for the Adjutant General's Department. In January 1942, the school picked up stakes for the first of many times during World War II and moved to Fort Washington, Maryland, where it was known as a service school for administrative officers of all arms and services. Between 1944 and 1946, the Adjutant General School called five different locations "home." The school was co-located with the Quartermaster School at Fort Lee, Virginia, for four years before the increased student load caused by the Korean War forced The Adjutant General's training facility to move one more time--to Fort Benjamin Harrison.¹⁸

Prior to World War I, Army financial services were performed by the Quartermaster Corps. A specially designated agency for Army finance was not established until 1920, a short time after the Treaty of Versailles ended the first World War. Army Chief of Staff Peyton C. March explained the purpose of the "Army Finance Department" in 1919 when he noted the Army required professional soldiers who were also financial experts familiar with all sides of Army financial operations just as the infantryman was familiar with all sides of infantry operations. However,

the "Finance Corps" did not become a separate service branch until 1950.

The National Defense Act of 1920, which also legislated for the establishment of the Finance Department, provided for the Finance School. Formally established on September 1, 1920, the Army Finance School trained its first students at Fort Washington, Maryland. Lieutenant Colonel S. S. Ross served as the school's first commandant. Before coming to Fort Harrison in 1950, the Finance School occupied a series of small buildings adjacent to the huge Army Finance Center in St. Louis, Missouri.¹⁹

American influence abroad increased dramatically following World War II. The American Army, confined to the Continental United States for most of its history, spread itself across the face of the globe after World War II to uphold the nation's commitments to its allies. The isolationist policies of the interwar years gave way to the entanglements of global involvement requiring over 700,000 American soldiers to serve in overseas assignments by 1952. Army Chief of Staff J. Lawton Collins, addressing the Carnegie Institute Society, described the post-war Army of 1952 as having over one half its force stationed overseas. To sustain manpower levels for a force this size, General Collins estimated the Army would have to train 750,000 new soldiers in 1952 alone.²⁰

A corollary to increasing American power and influence abroad was the U. S. development of nuclear weapons, initiated by the atomic bombing of Hiroshima and Nagasaki, Japan in 1945. Possession of the atomic bomb momentarily tipped the world balance of power in favor of the United States and with additional power came additional responsibilities. Residents of Fort Harrison in the early fifties were vaguely aware of the bomb's impact on the post's new found activity.

A mixture of curiosity and anxiety accompanied Colonel Ernest W. Bosgieter and Captain Howard W. Martin of Fort Harrison on their assignment to witness the twenty-first "A-Bomb" blast in November 1951. Colonel Bosgieter of the Adjutant General School and Captain Martin of the Finance School were invited, along with 8,000 other observers, by the Army and the Atomic Energy Commission to view "Operation Desert Rock" at Yucca Flat, Nevada. Captain Martin's recollection of the spectacle was particularly vivid. The bomb, according to Martin, exploded 2,000 feet above the desert floor, flashing a ball of light reportedly 100 times the brightness of sunlight. Setting with his back to the explosion seven miles from the blast area, the Finance captain explained that a following heat flash "felt as if someone had opened a furnace door right at our backs." "Five seconds after the explosion," continued Captain Martin,

we were told to turn and look at the bomb area. The fire ball, created by the blast, was at least a thousand feet across and too bright to look at. I closed my eyes and then slowly opened them. There was an ominous circle of rising dust just above the ground and a slender column of dust being sucked up into the fireball. The light faded rapidly and was replaced by a churning ball of peach colored gas.

*This consisted mostly of nitrogen dioxide. The gas rose rapidly and was soon capped by snowy white vapor. As it rose, it had a boiling appearance with varied colored streaks of blue, deep red, purple, and brown gases at the top. The colors were very bright. It looked as if someone had splashed brilliant paint on the cloud.*²¹

Colonel Bosgieter also summoned the right superlatives to describe his experience. Bosgieter stated that a pretest 300 pound depth charge, set off before the A-Bomb, was "terrible in its own right . . . but it was almost inconceivably insignificant when compared to the big blast." When the Colonel claimed the bomb held some tactical value, but was "not a panacea for all ills," he completely missed the significance of the event. For all the talk about the bomb's strategic weaknesses throughout the decade, its simple presence was enough to enable the United States to superimpose its political and military will over the rest of the world. This development had far reaching implications for the structure of American Military forces during this time.²²

The most frequently mentioned impact of the atomic bomb on the U.S. Army was the growing disregard for conventional military force. Why, the argument ran, should we invest in tanks and guns when the United States holds the ultimate weapon--the Atomic Bomb.²³ However, the bomb also provided the inertia extending American power and military presence abroad. If the Army was not adequately prepared for war, it still was larger and more globally visible than at any time in its history. The growth of the Army, regardless of its structural deficiencies, greatly multiplied the responsibilities of the Adjutant General and Finance soldier as America headed into the nuclear age.

In the early years of the post's revival, several of the distinguished visitors who came to Fort Harrison addressed the rising prominence of the Adjutant General and Finance Corps' in Army operations. Speaking to the graduates of the Adjutant General School's first Manpower Control Course, Honorable Fred Korth, Assistant Secretary of the Army for Manpower and Reserve Forces, told of a changing Army that was beginning to resemble more and more "big business" in its method of operation. "Aside from its primary combat mission," observed Secretary Korth, "the activities of the Army encompass almost all fields of commerce and industry. It is a business organization and employs business methods. This is particularly true in the field of manpower control." Business-wise Adjutant General personnel, capable of managing a limited manpower pool, closed a gaping hole in national security, according to Secretary Korth. "Our total national manpower is limited... when compared to the communists," stated Korth. "Because of this, it is imperative that every man-hour be used in essential work only. This is not just in the interest of the Army, but in the interest of national survival!"²⁴ Korth's message undoubtedly struck a responsive chord among Adjutant General soldiers whose functional mission, designated a branch specialty in 1950, was graded by how efficiently the Army's personnel and administrative business was managed. The stature of both the Adjutant General and Finance soldier continued to rise proportionate

to the Army's post war emergence as a large and unwieldy "business enterprise."

Brigadier General Emmett J. Bean sounded a similar theme when he addressed the Finance Reserve Officer Training Course Summer Training Camp in July 1951. General Bean, Commander of the Army Finance Center and Commandant of the Finance School, stated the Finance Corps' expanding mission required a variety of skilled personnel trained in accounting, law, and general business administration. Using the Finance Center as an example, Bean compared the Army's central finance and accounting house to a large civilian enterprise. "It would compare," claimed General Bean, "with an insurance company, publishing house, or business office of a large utility corporation. However, the magnitude of the operations of the Center makes it probably the largest clerical operation in the world."

Army Vice Chief of Staff, General John E. Hull, pushed the theme even further while honoring the graduating class of the Finance Officer Advanced Class in June 1953. "The authority and responsibility of the Finance Officer," suggested General Hull, "will be greater than ever before in the history of the Army." The General, who entered the Army at Fort Harrison's first Officer Training Camp in May 1917, stated the American people hold

*the Army as a whole responsible for the efficient businesslike utilization of the billions of dollars made available to us for defense purposes. The Army, in turn, must look to the Finance Corps and to you as individuals for guidance, management and accounting for these funds.*²⁵

If the principles of business efficiency were fundamental to managing an expanded Army, they were also fundamental to operations on the modern battlefield where soldier morale often made the difference between victory and defeat. Administrative and financial operations had grown so complex that career specialists were needed to get the job done. Speaking to students of the Adjutant General School in October 1951, Major General Kenneth B. Bush, Chief of the Personnel Bureau--Office of the Adjutant General, detailed the new importance of the Adjutant General Corps:

*You students from the private to the colonel--represent the Adjutant General Department, and, like the many students who have preceded you, have the opportunity here at TAGS (The Adjutant General School) to grasp the realization of the importance of Adjutant General activities. The global concept in military operations has added new and broader responsibilities to the AGO. The successful completion of any military operations depends today upon administrative know-how. Your studies here are justified only by your efficient productivity upon return to duty.*²⁶

Major General Clark Ruffner, Deputy for International Security Affairs--Office of the Secretary of Defense, advanced the same notion two months later to the same group. Drawing upon his experience as

commanding general of the 2nd Infantry Division in Korea, Ruffner underscored the direct relationship between personnel administration, soldier morale, and successful tactical operations. "If you can't administer, you can't fight," remarked General Ruffner. Maximum efficiency from Adjutant General, Finance, and Judge Advocate General units was absolutely necessary on the Korean battlefield. As for Adjutant General personnel, they

*must be strong in personnel management; any organization must have sound administration and the AG is the key to good administration; to give the soldier the heart for fighting, maintain an efficient postal and information program; keep the rear echelons close to the front.*²⁷

When General John Hull asserted to a group of Finance School students that business-like efficiency was required of present day Army financial operations, he also related efficiency to soldier morale and performance:

The soldier who does not get paid at the end of the month . . . becomes a morale problem to his unit. The wife, mother, or father who does not receive an allotment check may not understand or care about the Army's position. More important, that person will become a demoralizing and unnecessary source of concern for the soldier.

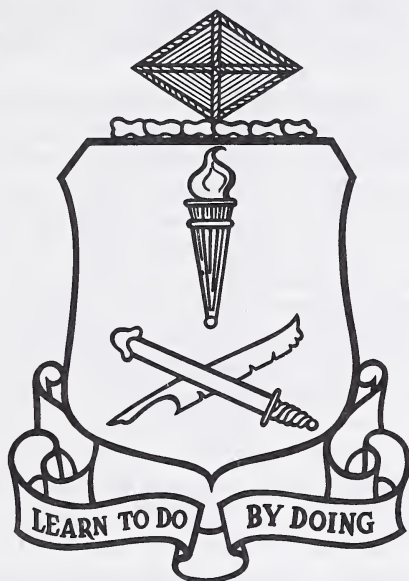
As the Army continued to adopt the practices of big business for its own use, few branches of the service took them to heart as quickly or as uncritically as the Adjutant General and Finance Corps'.²⁸

After World War II, Army organization and the machinery of war grew increasingly more complex and previously understood "gray areas" of Army operations demanded career professionals trained specifically for these tasks. The latter condition described both the Adjutant General and Finance functions. Formal corps designation for the Adjutant General and Finance Departments in 1950 signified the Army recognized a permanent group of specialists whose only concerns were Army personnel, administration, and finance. The two areas would no longer be filled by "part timers," soldiers from the recognized branches of the Army, performing Adjutant General and Finance roles.²⁹

One of the immediate consequences of these events was the need to focus greater attention on the details of specialized training. Two reasons were behind this trend. First, functional responsibilities grew more numerous and complex, and, second, the Army followed the business corporation's tendency to view professional training as only that which makes the specialist functionally competent. This trend was particularly noticeable in the Adjutant General and Finance School curriculum in the early 1950's.

A certain indication of the Finance Corps' dedication to technical proficiency was the school's motto "Learn to Do By Doing," wisdom popularized in the twentieth century by the Progressive Educational Reform Movement. The motto was practiced religiously in the nineteen

classes offered by the Finance School in 1951. Lieutenant Colonel Ernest E. Brown, School Secretary at the time, noted the program continued to expand rapidly since establishing itself at Fort Harrison. Student enrollment was expected to increase from 639 in 1950 to 2,550 in 1952.³⁰



DISTINCTIVE INSIGNIA FOR THE U.S. ARMY FINANCE SCHOOL

Maj. Gen. Harry W. Crandall, Chief of Finance, U.S. Army, pauses for discussion during his recent tour of inspection of the new FSUSA-AG School building in August 1956.



An educational aim which followed from the Finance School's motto was the integration of field problems into the classroom so students would experience simulated conditions of the "real" job world. The intent, then, was to have finance students "do" what was done by Finance Corps personnel on the job. Several courses in the school's curriculum were developed by instructors who gathered material from field environments.

A new program in 1951, designed to send instructors into the field, enabled Captain Floyd Coyne to visit the office of the Army Comptroller's Foreign Financial Affairs Branch and collect information relevant to his international finance course. In a similar vein, a new Finance School "field program" allowed accounting and auditing classes to tour the Indianapolis-based P. R. Mallory Company to examine records and methods used to control industrial property. The tour of the Mallory plant, the company who pioneered the World War II "Walkie Talkie," supplemented Lieutenant Henry Nusbaum's Industrial Property Auditing Course. Lieutenant Nusbaum indicated the P. R. Mallory Company was "one of the select industries in Indianapolis . . . devoting its time and efforts to facilitate the practical and theoretical understanding of the courses taught at the Finance School." Presumably, Nusbaum was referring to the company's business practices that allowed Finance School students to "learn to do by doing."³¹

The Adjutant General School motto, "UT ADJUVEMUS DISCIMUS" ("We learn in order that we may aid others"), described more the objective of learning rather than the method. Nevertheless, the teaching methods differed only slightly from those of the Finance School. The diversity and sophistication of Adjutant General functions also required teaching techniques that focused narrowly on job performance. A business-minded Army considered most other subjects costly frills.

In March 1952, the Adjutant General School was composed of seven academic departments offering sixteen courses of instruction covering "almost every phase of Army management," including classification and assignment, records keeping, military law, and duty rosters. Courses ranged in length from the "highly technical" seven month Officer Advanced Course to the two week Women's Army Corps-Women's Air Force (WAC-WAF) Recruiting Indoctrination Course. In addition to "dozens of other administrative procedures" taught at the Adjutant General School, the Recruiting Department trained officer and enlisted specialists "to bring the needs of the services clearly home to the men and women of the country who make up the pool of potential soldiers and air men." "Special services" functions, assigned to The Adjutant General in 1950, were taught by the Adjutant General School also. The Special Services Department trained soldiers to manage the Army recreation and community service program.³² The growth of each of these areas within the Adjutant General Corps required a legion of trained specialists to support the needs of the post-war Army.



DISTINCTIVE INSIGNIA FOR THE U.S. ARMY ADJUTANT GENERAL SCHOOL

Although the movement toward greater specialization was necessary to run and maintain a modern Army, this particular type of organization created new challenges for Army leadership. How, in this age of increasing specialization and bureaucratization, does the Army maintain “esprit de corps” among a vast collection of military personnel whose relationship with one another was governed only by the functional interdependency of their specialties? Moreover, what was the definition of “soldier”? Was the soldier a trained technician or a highly disciplined, physically and mentally poised member of a combat-ready military force? Both problems surfaced periodically at Fort Harrison during the 1950-1982 period.

Prior to World War II, the Army was smaller and more familiar in that soldiers from the established combat related branches often performed jobs outside the function for which they were specifically trained. The multiple roles played by Army professionals sharpened the definition of soldiering by maintaining in everyone’s mind the soldier’s traditional “warrior” image. The sudden and swift move toward skill specialization tended to fragment this image of the soldier by creating within the Army many “communities” with separate identities, some of which were only indirectly related to combat. The Adjutant General and Finance Corps” became two of these separately identified “communities” after the war.

Interestingly, the training solution to the problem in 1952 was essentially the same as the one employed by the schools in the early

1980's. Both schools, beginning in the early fifties, attempted to counter skill specialization with constant reminders that Adjutant General and Finance personnel were "soldiers first" and specialists second. Personnel of the Finance Corps, wrote the author of a 1952 newspaper article, "must remain soldiers first despite function as specialists." While the "Finance Man" is occupied with facts and figures, "he must also have the ability to include bullets with dollars." Each student at the Army Finance School, the journalist continued, "must undergo training qualifying him to handle weapons . . . leaving him ready to assume the role of an infantry soldier."³³

The Department of Military Training of the Army Finance School, teaching subjects "pertaining to military service," gave credence to the soldier/technician distinction during the school's early years at Fort Harrison. The Military Training Department offered subjects in two general areas, Tactics and Command and Staff. Major William D. Tatsch, department head, taught several "command and staff" subjects including Leadership, Military Justice, and Congressional Relations. Private First Class Jack Brown assisted Major Tatsch by teaching Physical Training and Military History to enlisted personnel. Warrant Officer Junior Grade Rolf Hunger taught Intelligence, Medical Training, Management, and Civil Affairs of Military Government.

Captain James A. Herbert, an Infantry Officer, instructed many of the key courses offered through the Tactics Branch. Combined Arms, Map and Aerial Photo Reading, Military Transportation and Maintenance were subjects assigned to Captain Herbert. Lieutenant John L. Ray taught Air, Ground Operations and Signal Communications to Officer Basic Course Students. Master Sergeant Doyle C. Wilkins taught enlisted personnel Battle Indoctrination, Bayonet Training, and Company Administration. Each Tactical and Command and Staff Course attempted to connect the refined talents of the finance specialist with the traditional dimensions of military professionalism.³⁴

Another measure which sought to make "soldiers" of Adjutant General and Finance School students and staff was a yearly field exercise, initiated in 1948, to give the Army's Administrative and Technical Services personnel practical experience under simulated combat conditions. Known as Logistical Exercises (LOGEX), the maneuvers were conducted throughout the 1950's and 1960's, providing realistic combat conditions where the success or failure of a large military operation hung in the balance.

Camp Pickett, Virginia, was the site of "LOGEX 52." Scheduled to run from May 5-10, the training maneuver involving 1,500 officers and 1,600 enlisted covered "five days of concentrated military effort . . . to maintain an Army in the field." About two hundred students, staff, and faculty from the Fort Harrison schools were expected to participate.

The hypothetical battle situation, termed "Operation Gridiron," called for the support of a mythical Thirteenth Army that had landed on the beaches of southern France to push the aggressor forces northward

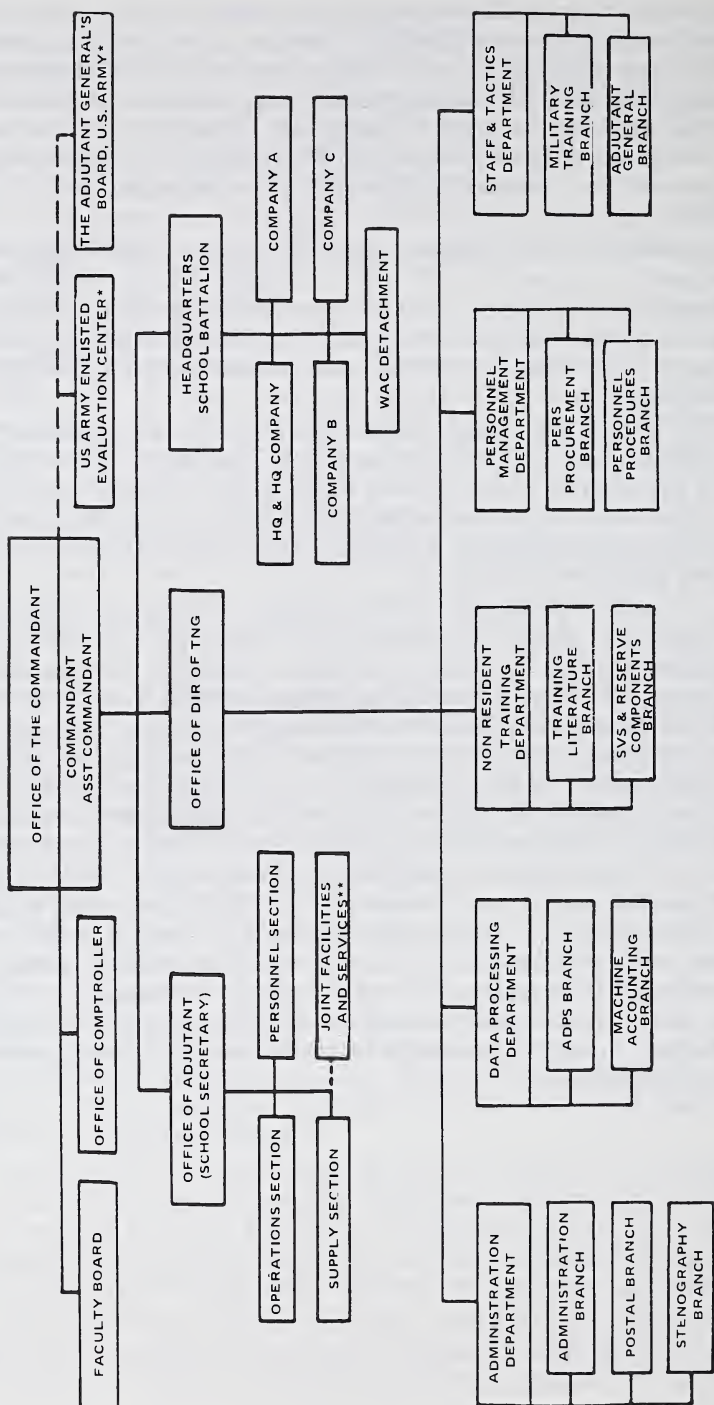
toward Lyon and Dijon where it would meet with the Tenth Army "to administer the coup de grace." LOGEX 52 began sixty-five days after the supposed landing of the Thirteenth. Major General E. E. MacMorland, Commanding General of Aberdeen Proving Grounds, directed the exercise. Major General Carter B. Magruder, deputy to the Assistant Chief of Staff, G-4, Department of the Army General Staff served as Chief Umpire. He was assisted by Chief Umpires from the Army, Navy, and Air Force.

Representatives of the Finance School operated field disbursing offices designed to support one division of combat soldiers. Each office was composed of nine sections, each handling a different phase of finance operations. Differing slightly from ordinary routine, field finance offices used manual rather than automatic machines to complete "filing and roster procedures."

In LOGEX 52, the typical division finance office contained two machines, the graphotype and addressograph. The graphotype stamped a plate with the soldier's name, service number, pay group, branch, and pay grade, then coded this information. The addressograph then printed the information on the stamp on a military payroll money list from which the division's payrolls was taken.

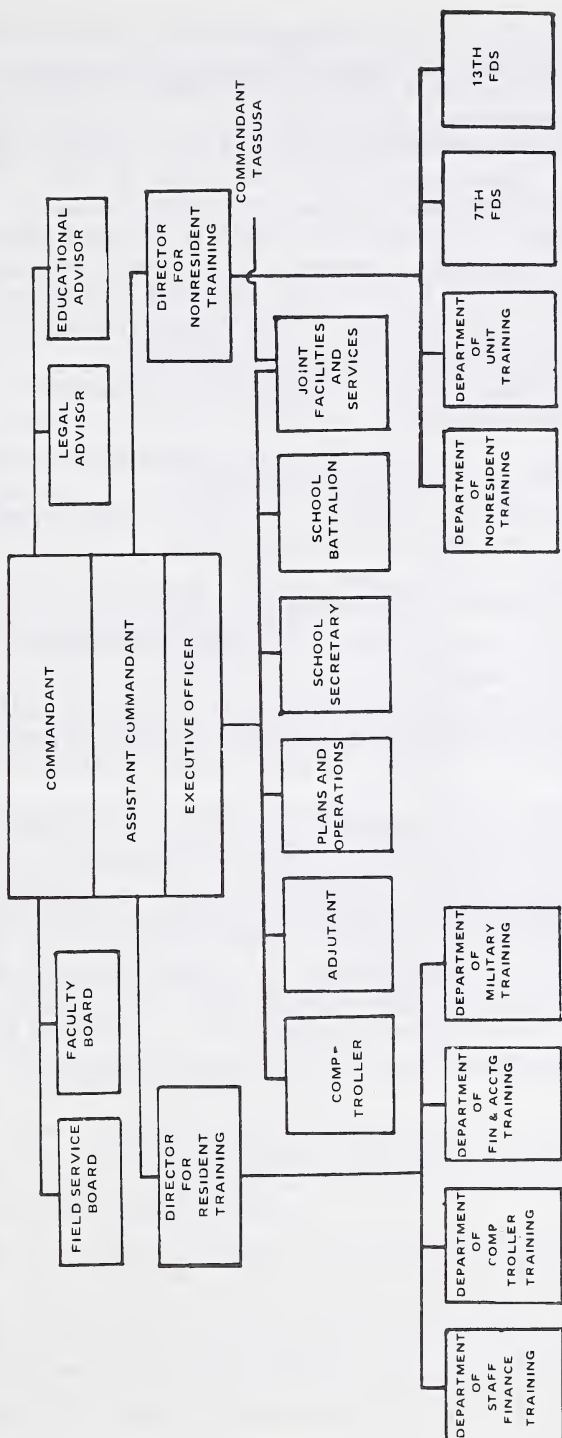
Adjutant General personnel of the imagined Thirteenth Army were split into three agencies--the Headquarters Services Division, the Administrative Service Division, and the Personnel Administrative Division. Among the three divisions the Adjutant General controlled "all administrative functions related to the maintenance of records, the printing and publication of letters and bulletins, routine orders and directives, the accounting of all assigned personnel, and the classification and assignment of personnel within the command." Mail and Distribution rated as one of the most critical of Adjutant General battlefield operations. All incoming and outgoing communications were routed through the mail and distribution center. One Adjutant General student from the Officer Advanced Course observed that the success or failure of any military venture could hinge on the swiftness and efficiency of message routing. "If the center is out of operation," claimed the student, "the whole Army is practically knocked out." To complicate matters, Adjutant General umpires injected problem situations into the operations throughout the exercise.³⁵

THE ADJUTANT GENERAL'S SCHOOL, U. S. ARMY



* CLASS II ACTIVITIES UNDER TAG ATTACHED FOR ADMINISTRATIVE AND LOGISTICAL SUPPORT
 ** UNDER THE DIRECTION OF THE EXECUTIVE COMMITTEE FOR JOINT ACTIVITIES OF WHICH THE ADJUTANT IS THE COMMITTEE MEMBER FOR TAGSUSA

TOTAL PERSONNEL AUTHORIZATION		
MIL	276	CIV
TOTAL		360



APPROVED *A. C. Small*
A. C. SMALL, COLONEL, FC
COMMANDANT
DATE: 14 August 1959

The establishment of The Adjutant General Doctrine and Review Board at the Pentagon in August 1955, created an agency capable of forecasting future training developments for Adjutant General personnel. The growing sensitivity of Army leadership to the impact of new and constantly changing technology provoked the creation of a "Combat Developments" organization within the Army in 1952. Almost immediately combat development agencies were formed at the Command and General Staff College and the Schools of the four combat arms.³⁶ The Secretary of the Army, however, did not direct the Administrative and Technical Services to follow along until 1955. The Adjutant General Doctrine and Review Board, as part of the Adjutant General School, was to plant the seeds of future training developments.

Colonel Martin C. Pertl was appointed first "President" of the Board whose mission was four fold:

1. To review current doctrine and organization in lieu of the changing nature of the modern warfare.
2. To develop new or revise current doctrine and organization in response to the adoption of new equipment.
3. To determine requirements for new equipment or to reevaluate current equipment usage in lieu of new doctrine and organization.
4. To complete other projects as assigned by the Adjutant General School Commandant.

Implicit within the Board's overall mission was the need to plan, execute, and evaluate field exercises designed to test doctrine, organization, and equipment where the interests of the Adjutant General Corps were involved.

In August 1956, under Department of the Army directive, the Board simplified its title to the Adjutant General's Board and transferred its operation from the Pentagon, Washington, D.C. to Indianapolis. Upon arriving at the Indiana post, Colonel Pertl explained the Board's projects ranged from the development of an efficient method to report unit strength following a nuclear attack to an expandible van-type truck for use as an office. The Adjutant General Board organization remained unchanged until May 1962 when jurisdiction of the Board passed from The Adjutant General to the new U.S. Army Combat Developments Command.³⁷

Footnotes

1. "New Fort C.O. Named; Post May Get School," *Indianapolis News*, September 11, 1950, p. 1, c. 4.
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CHAPTER VII

THE COMING OF THE ARMY FINANCE CENTER: THE BATTLE FOR COMMAND AND CONTROL OF FORT BENJAMIN HARRISON, 1951 - 1963

Ground breaking ceremonies for the estimated 23 million dollar Army Finance Center were observed August 9, 1951. Major General Eugene M. Foster, former Chief of Finance, was given the honor of taking the first spadeful of dirt from the construction site. General Foster had been the Chief of Finance when the decision was made to build the new home of the Finance Center at Fort Harrison. When the general buried the spade into the ground, he set in motion a two-year chain-of-events that provided a permanent residence for the Army Finance Center at Fort Harrison. The ceremony also signaled the end of historic Schoen Field, the Army air field at Fort Harrison since 1922. The plot of land selected for the mammoth building covered a significant portion of the old air field.

Schoen Field was officially dedicated on March 26, 1922, by members of the Indianapolis Aero Club, Army personnel from the post, and a group of interested citizens. The 100-acre air field bore the name of Army First Lieutenant Earl J. Schoen, an Indianapolis aviator killed in action near Verdun, France, during World War I. The Army awarded Lieutenant Schoen the Distinguished Service Cross for "extraordinary heroism" while leading a three plane patrol against a squadron of nine German airplanes. Lieutenant Schoen downed one German plane while his patrol successfully scattered the rest, keeping the Germans from their assigned mission. Tragically, the Indiana aviator died in action only nineteen days after receiving one of the Army's highest awards.¹

Lynn Spink, resident engineer, supervised construction of the Army Finance Center building which took two years and two months to complete. His assignment assured the project of an experienced manager. Mr. Spink's colorful thirty-four year career stretched back to the Meuse-Argonne sector of France during World War I. The able engineer performed what he termed "combat demolition" duty. His faithful

companion was an Army mule loaded with explosives which accompanied him behind enemy lines "to do what damage I could do to road, bridges, and communications."

Before coming to work for the government, Spink labored for the Firestone Company directing road construction in Liberia. While in Africa, Spink was credited with introducing the wheelbarrow to the Liberians who were accustomed to "carrying dirt in baskets on their heads." According to Mr. Spink, "this wasn't getting the job done so we brought in several wheelbarrows. If we hadn't, I might still be building roads in Liberia."²

Construction of a permanent Finance Center facility marked an important milestone in the history of the Finance Corps. Completion of the building heralded the successful conclusion to the Army's effort to centrally locate and integrate related financial operations which until 1945 had been scattered all over the continental United States. Newark, Chicago, Indianapolis, New York, and Washington numbered among the different cities where various Army finance functions were dispersed. Since many of the functions were interdependent, great distances between them often made financial operations woefully inefficient. The need for a centralized operation became readily apparent after the war when the Army was buried in a landslide of pay-related claims.

The establishment in September 1945, of the Central Field Fiscal Office precipitated the transfer of related finance functions variously located to St. Louis, Missouri. A Department of the Army Circular of June 21, 1946 designated the collective organization the Army Finance Center, a Class II activity subordinate to the Army Chief of Finance.

The first Finance Center occupied an abandoned St. Louis ordnance building consisting of three huge two-story buildings, a separate headquarters building, and several smaller structures housing the Army Finance School. While the center's leadership pondered the move to Indiana, the U.S. Government initiated its famous "police action" against the Communist forces of North Korea in the summer of 1950. Escalating American military demands for munitions forced the Ordnance Corps to reclaim its St. Louis plant for manufacturing purposes. Plans for a peaceful and orderly withdrawal to Indianapolis were disrupted momentarily by the sudden turn of events. The Finance Center Command had to piece together an "ad hoc" relocation plan to place a substantial portion of the Center in Indianapolis months before the scheduled completion of its new home.³

Residents of Fort Harrison and Indianapolis speculated that portions of the Army Finance Center were moving into the "cow barn" at the Indiana State Fairgrounds. The rumors were discredited in January 1952, by Lieutenant Colonel W. D. McConnell, Executive Officer of the Finance Center unit already stationed at the Fort. He did confirm the sooner-than-expected transfer of many Finance Center sections to Indianapolis. The order to vacate the ordnance plant prompted the premature move, scheduled for the spring of 1952.

Faced with tremendous personnel needs, the Army first rented an empty boy's dormitory and auditorium at the State Fairgrounds. Officials began training an estimated 4,000 employees the Center would require in the coming year. Civilian personnel head John Berry supervised a team of fifteen instructors who trained groups of 350 prospective employees. The trainees filled vacancies as respective activities moved to Indianapolis.

Two months later, the Army leased 325,000 square feet of office space in three downtown Indianapolis buildings--the Real Silk Hosiery Building at 611 N. Park Avenue, the Stewart Motor Company Building at 3209 East Washington, and the Bright Building at 111 N. Meridian Street. The three buildings accommodated four sections of the Center's Military Pay Division. The four sections--Adjustment, Disbursing, Records, and Reconciliation--comprised about one quarter of all Center employees. The move joined the four sections to Processing and Accounting which had already relocated to temporary facilities at Fort Harrison. In May, military personnel assigned to the Military Pay Division arrived in Indianapolis to begin work in the rented downtown office buildings. A group from the Women's Army Corps and 27 enlisted men moved into the old Billings Hospital complex shortly before President Harry S. Truman proclaimed May 17, 1952, the first "Armed Forces Day." The Army later leased additional office space in the Century and Pettis Buildings, two other downtown buildings.⁴

In August, Brigadier General Emmett J. Bean, Commanding General of the Finance Center, established his command post at Fort Harrison. General Bean's arrival marked the halfway point for the transfer of operations from St. Louis to Indianapolis. Upon arriving, the Center's Commander had these words of praise for the people who had made the move a smooth one thus far:

I appreciate the help that has come from personnel from Fort Harrison and people of Indianapolis in this tremendous undertaking. This cooperation, including the help of the Governor of the State of Indiana, the Mayor of Indianapolis, the Indianapolis Chamber of Commerce and the various real estate offices has assisted immeasurably in effecting this move.⁵

The very first sections to move into the partially completed Finance Center building were the Disbursing and Class Q Allotment Division, located at the Fairgrounds since November 1952. By the end of July 1953, 750 employees (one eighth of the total work force) had moved into the third floor of the new building. A portion of the Retired Pay Branch, from Washington, D.C., moved next into the Finance Center's new home. The entire branch was brought together again in February 1954. Later that same month, four months after construction was finished, the Retained Accounts Division move to Fort Harrison marked the official closing of the St. Louis Office.⁶

The movement of a "6,000 person operation" across two states did not pass without complications. The rapidly expanding work force at

Fort Harrison created instant anxiety for Colonel E. P. Beyer, Post Commander. The heavily congested thoroughfares leading into Fort Harrison during rush hour traffic demanded an immediate remedy. Early in 1952, Colonel Beyer wrote to the Indiana State Highway Commission. The letter made special mention of the "hazardous condition" at the intersection of 56th Street and U.S. Highway 100. In August, Beyer announced that "staggered work shifts" were absolutely necessary if local officials were ever to gain a hold on the traffic problem. The 7,200 employees, already fighting their way daily to the post, soon would be joined by an additional 4,800.⁷

The post command also recognized that infrequently traveled byways on the military reservation could expect increased daily traffic. The road problem was solved when Harding and Glover Construction was contracted for a \$100,000 road repair project at Fort Harrison. Fifteen million pounds of road material were used to resurface the main traffic arteries of the post. "I doubt," stated engineer aide Simon A. Reisler, "if it will be necessary to do any more to the roads we have resurfaced."⁸

The instant availability of almost four thousand federal jobs posed an interesting problem for employers in the Indianapolis area. Government pay for office help, averaging fifty-two dollars per week, amounted to seven dollars more than the average pay offered by local businesses. The drain on the area labor supply created a momentary shortage of office help from which the city was slow to recover. Moreover, the post Civilian Personnel Office, in dire need of front-line supervisors, promoted several inexperienced employees and pushed them through an intensive training session to prepare them for new leadership responsibilities.⁹

The migration of the Finance Center from St. Louis to Indianapolis did have its humorous moments. When the Government proposed building an "aerial bridge" between two rented Indianapolis Office buildings, officials from the city demanded payment for use of "air space." The proposed bridge, connecting the Century and Pettis Buildings would ease the movement of Finance Center employees having to move between the two structures. The city stalled construction of the air bridge until the leasing issue was settled.

At one point, the government threatened to withdraw its request, stating that federal agencies required Congressional approval to occupy air space. Nevertheless, discussion continued until the two sides had forged an amicable agreement. Attorneys for the disputants reached an accord on a five year lease costing the government \$3,950.63.¹⁰

The Army Finance Center at Fort Benjamin Harrison was dedicated officially October 9, 1953. The day long ceremonies were attended by an estimated four thousand military and civilian participants. Included in the crowd was Indiana Senator Homer E. Capehart who announced he had voted "for the construction of this building" and that he would never regret it.

Lieutenant General George H. Decker, Comptroller of the Army summarized the sentiments of those in attendance with the principle address:

Today marks the realization of a dream--the culmination of a plan which was conceived several years ago. "The Home of the Army Dollar" will stand as a lasting monument to the importance of our Finance Corps.

General Decker concluded his remarks by calling attention to the new building, itself, which he viewed as "simple and strong and completely functional." "Its beauty," the General believed, "lies in its simplicity, its strength, and the purpose for which it exists."¹¹

The following spring the roads surrounding the Finance Center were named after four deceased Army generals recognized for their contributions to the Finance Corps. Coleman Circle, the circle drive to the front of the building, honored Major General Frederick W. Coleman, Chief of Finance, 1932-1936. The dedication of Carmichael Drive bordering the east side of the east parking lot, remembered the career of Major General Roderick L. Carmichael, Finance Chief, 1928-1932. Major General Frederick W. Boschen, Chief of Finance from 1936 to 1940, received the honor of having Boschen Loop, the drive running east and west between the two huge parking lots, named after him. The final landmark, Herbert Lord Drive, bore the name of Major General Herbert Lord, first Chief of Finance, 1920-1922. The longest of the roads, Lord Drive borders the west and south perimeter of the Army Finance Center grounds.¹²

The actual construction cost of the Finance Center approximated nineteen million dollars, four million below original projections. For this reason alone, the building is worth remembering. It may have been one of the last government projects not to exceed the sum of money appropriated for its construction. The massive structure covered over fourteen acres, and, at the time, was reported to be the second largest building owned by the Department of Defense. Topped only by the Pentagon, the Finance Center measured 996 feet long and 612 feet wide.

In 1957 the Center employed 5,000 Hoosiers, 77 percent of which were women. This figure represented a 2,000 person reduction in force from the Center's decentralized operation. Also at this time, the Army had assigned 100 military to occupy key supervisory positions. Officials estimated the 1957 production rate to be about one million checks and bonds monthly, totalling 170 million dollars.

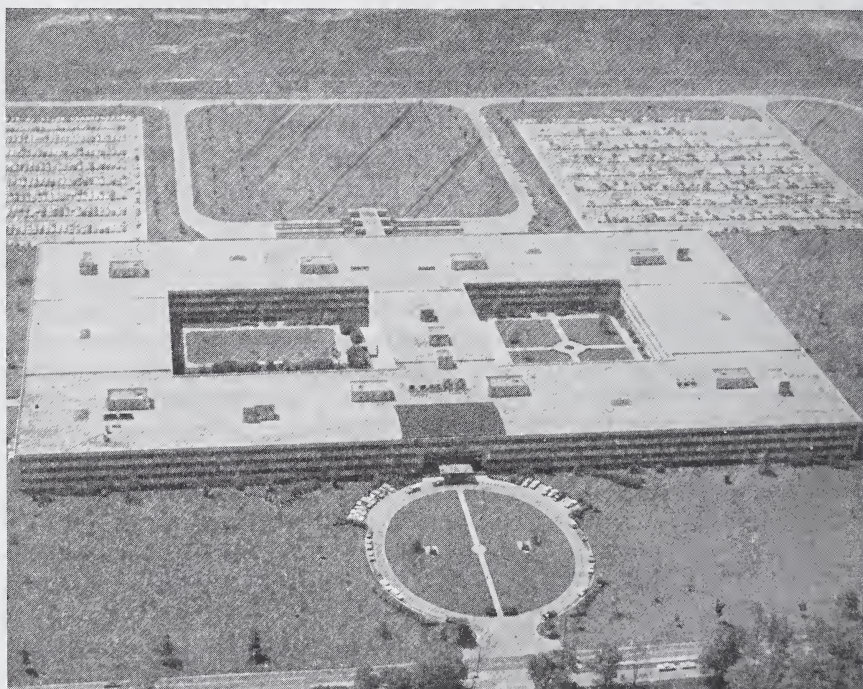
In 1976 a different figure was released to dramatize the Finance Center mission. Nineteen years later the Command reported that the Center conducted about eleven billion dollars in annual Army business. Working for an even greater effect, the Center recalled in 1982 that its employees had disbursing and accounting control of about seventy-eight billion dollars.¹³

The mission of the Finance Center has varied since 1953 due to changes in Army organization and administration. However, the six basic functions cited in a 1957 interview with the Center's Commander,

Emmett J. Bean, constitute the heart of the current mission. The basic functions are listed below:

1. Administration of allotments for Army personnel and families.
2. Settlement of claims for and against the Army.
3. Payment of all military transportation bills.
4. Maintaining central office records for the Soldier's Deposit Program.
5. Payment of Retired Soldiers.
6. Accounting and auditing connected with those functions listed above.

The Center since its dedication has been called many names including "Home of the Army Dollar" and "Pentagon of the Prairies." Its purpose, though, in an age of military expansion and bureaucratic administration, will remain constant and vital as long as the Army's combat mission requires a special agency to take care of its business.¹⁴



Aerial view of Bldg 1, which housed FCUSA, located at Ft. Benjamin Harrison, Indiana, 1966.

The establishment of a "Class II" tenant activity at Fort Harrison headed by a general officer exhibited command complications from the very beginning of the post's revival in 1950. Upon reactivation, Fort

Harrison was designated a "Class I" installation whose mission was to provide logistical and command support to tenant activities (Indiana Military District, Army Finance School, Army Finance Center, Army Adjutant General School) and regular, reserve, and National Guard units throughout the State of Indiana. As Brigadier General Emmett J. Bean, Commander of the Army Finance Center, contemplated his move to Indianapolis, he became acutely aware of his inordinate dependence on the post commander, a colonel responsible to the Commanding General, Fifth Army. The train of events that powered the resurgence of Fort Harrison also carried all the key ingredients for a prolonged "paper war" for which the prize of victory was command and control of the Indiana post. And, indeed, what followed was a ten year "war of wills" between the Fifth Army Commander and the Chief of Finance for the right to determine the destiny of Fort Benjamin Harrison.

In a message dated March 17, 1952, five months before the establishment of Finance Center Headquarters at Fort Harrison, General Bean wrote to his superior, Major General B. E. Sawyer, Chief of Finance, recommending "that necessary action be taken to redesignate Fort Benjamin Harrison, Indiana, as a Class II installation under the command jurisdiction of the Chief of Finance." Bean cited two factors warranting the redesignation. First, the current organization institutionalized administrative inefficiency resulting from overlapping and duplication of functions common to post and Finance Center headquarters. Secondly, Finance Corps activities, during the coming months, would comprise the principal mission on post. "The placing of command responsibility," argued General Bean, "within the immediate jurisdiction of the major activity located on the post will insure that that activity will have command authority commensurate with the responsibility for the performance of its mission." Elevation of the Finance Center Commander's mission to include post command, continued Bean, would eliminate "any possibility that the requirements or desires of other commands or command channels might jeopardize the accomplishment of the mission of the major unit located on the post."

To support his claim, the Finance Center Commander cited the strength projections listed below:

Strength of Class I and II Activities

	Officer and Warrant Officer	Enlisted	Civilians	Students
Finance Corps	245	1110	6809	892
Adjutant General Corps	176	337	98	1392
Headquarters, Indiana Military District	73	78	102	—

Since Finance Corps functions were to emerge as the principal "customer" for service and logistical support, reasoned General Bean, it follows "that the Finance Corps should assume the role of parent to the lesser activities and organizations supported by the post." The General estimated a minimum savings of forty personnel spaces and \$200,000 a year in salaries.¹⁵

The Chief of Finance, on April 21, 1952, parlayed General Bean's recommendation into one of his own and staffed it through the Department of Army for comments. The Assistant Chiefs of Staff (G-1, G-3, and G-4) concurred with General Sawyer's proposal, but deferred final judgement to the Commanding General, Fifth Army. If the proposal met the approval of the Fifth Army Chief, the Department of Army Staff would issue orders redesignating Fort Harrison a Class II installation assigned to the Chief of Finance.¹⁶

The hope that the Fifth Army Commander would see the "light of reason" was quickly diminished in a brief message of June 17, 1952. The message, which did not address the command issues raised originally by General Bean, simply stated that "this HQ cannot concur (in request of Chief of Finance) as support responsibilities of several Class II activities at Fort Benjamin Harrison as well as numerous Class I activities satellited in state can be best accomplished by having installation remain Class I." The non-concurrence of the Fifth Army Commander carried the weight to bury the issue for the next four years.¹⁷

In March 1956, a Comptroller of the Army Management Survey of Fort Benjamin Harrison appeared on the desk of the Fifth Army Commander, Lieutenant General W. H. Arnold. General Arnold, under orders from the Secretary of the Army, was directed to study the survey and address comments to the Comptroller of the Army (COA).

The purpose of the study as stated in the text was four fold:

1. To evaluate the internal organization and effectiveness of the Headquarters, Fort Benjamin Harrison, to render administrative and logistical support to the activities located at or satellited on the post.

2. To evaluate the responsiveness of post operations to the needs of its tenant and satellited activities.
3. To explore alternative methods of providing administrative and logistical support.
4. To recommend to the Vice Chief of Staff the measures necessary to provide most effective and efficient operations.¹⁸

The survey recommendations were not at all surprising considering the kinship of the Comptroller to the Chief of Finance. They were essentially the same as those forwarded by General Bean in 1952. The major difference was the study format which allowed for a greater articulation of claims and justifications. The most critical recommendation stipulated that "Ft. Benjamin Harrison be designated a Class III installation under the Chief of Finance, effective 1 July 1956." The survey team also recommended that the Fifth Army and the Continental Army Command (CONARC) assess "the feasibility of relocating or reducing to the extent practicable . . . such Army missions and functions now assigned to Ft. Benjamin Harrison as are not contributing to support of present tenant activities." Basically, this recommendation would require the Fifth Army to look elsewhere to support state-wide military activity in Indiana. The other leading recommendation meant to provide assurances that the Chief of Finance, "coincident with the redesignation," would promptly effect "such reorganizations and consolidations necessary to conform with the objectives as outlined in AR 616-35." The cited regulation governed the Army's use of personnel and mandated that

*Duplicate headquarters at installations or training establishments will be eliminated. The headquarters of such installations will consist of personnel of the headquarters of the principal activity or unit present, augmented in the case of General Reserve units only, by the minimum number of operating personnel necessary to supervise caretaking and remaining essential activities in the event the General Reserve Units are withdrawn.*¹⁹

This Regulation seemed to favor the Chief of Finance's case for by 1956 there was no doubt about the principal activity at Fort Harrison.

The disadvantages of redesignating Fort Harrison, identified by the COA Survey, were interesting for their prediction of coming events. They implied the eventual resolution to the post command problem, and mentioned the probable fate of all Army schools and training establishments. The survey admitted that the Chief of Finance, unlike the Fifth Army Commander, did not have the qualified technical staff to operate a post. Secondly, even though the actual reorganization did not occur until 1962, the survey postulated "that the jurisdiction of the (Army) schools may be placed under CONARC, thereby placing greater Army mission responsibility at Ft. Benjamin Harrison." The last reservation of the survey team was tied to conditions directly related to the redesignation. "Because of Army-wide fund limitations and civilian manpower policies," stated the survey team, "adjustments between CONARC and Chief of

Finance may be complicated and the proposals for the substitution of civilian for military or contract for direct labor may not be feasible." Despite the certain reservations, the survey claimed that "the advantages are sufficient to outweigh the disadvantages."²⁰

Lieutenant General Arnold's "non-currence" was not long in coming. The Fifth Army Commander's comments ventured close to a pointed denunciation of the survey for its one-sidedness. "I believe," stated General Arnold, "that any recommendation to the Vice Chief of Staff to redesignate Fort Benjamin Harrison as a Class III installation should include an evaluation of the CG, Fifth Army and the CG, Continental Army Command." Although Arnold made this statement near the middle of his four page comment, it seemed to color the content of almost every paragraph in the document.

General Arnold agreed with the basic principle that managerial improvements could and should be made in the operation of Fort Harrison. However, he firmly believed "that the data developed during the brief period of this study does not provide fully evaluated factual support for the stated conclusions nor for the program of action recommended to the Vice Chief of Staff."

The Fifth Army Chief also took issue with the survey's claim that managerial improvements hinged upon redesignating Fort Harrison a Class III installation under the Chief of Finance. Arnold argued there was no necessary relationship between the two events. "I object," stated the General,

to the implication that the principle areas capable of being improved are directly related to a decision as to whether Fort Benjamin Harrison should be a Class I or a Class III installation. Further the report does not factually support a conclusion which implies that redesignation will necessarily produce a realization of the indicated potential savings. . . .

Improvements or savings which may be accomplished . . . have no necessary relationship to the question of whether the CG, Fifth Army or the Chief of Finance should be responsible for installation support. Consequently, action within these areas can and should be accomplished under any command set-up. . . .²¹

With these objections in mind, General Arnold believed "it would be more appropriate for the Committee to recommend that the CG, Continental Army Command be directed to accomplish, in coordination with the Chief of Finance and tenant activities at Fort Benjamin Harrison, a detailed joint study on the advantages and disadvantages of operating the post as a Class I and as a Class III installation." "Such a study," continued General Arnold, "should provide the Vice Chief of Staff with more complete and valid information upon which to base his decision." General Arnold implied that a "joint study" would also be an objective study, one that sought to weigh both sides of the issue. General Arnold concluded his comments by reasoning that the present post command was responsive to the needs of its constituents, but that

"overlapping" or "duplicate functions" needed to be eliminated through their transfer from tenant activities to the post commander.²²

In a formal indorsement to the CONARC Commander, March 22, 1956, Headquarters Fifth Army recommended that Fort Harrison remain a Class I Installation given the Army Commander's increasing mission interests at Fort Harrison, the off-base requirements in Indiana, and the fact that the Chief of Finance did not possess the experienced personnel and proper resources to operate the post effectively. The Continental Army Commander concurred with the Fifth Army Indorsement in a message to Department of the Army, dated March 27, 1956. The CONARC message also carried a reminder of a letter of recent distribution recommending the abolishment of Class III Installations.²³

The Department of the Army issued a directive on September 14 finally resolving the command problem at Fort Harrison. DA directed the CONARC Commander to designate "the senior officer permanently assigned" as Commander of Fort Harrison. According to DA officials, "this designation will permit retention of the installation as a Class I under your command but will repose installation in the resident senior officer thereat."²⁴

The CONARC Commander relayed the DA decision to Fifth Army Headquarters on September 25, 1956, asking the Fifth Army Commander to comment on the feasibility of designating "the commanding officer of the major activity (Army Finance Center) at Fort Benjamin Harrison as the installation commander." The CONARC directive leaned against the grain of the DA directive to establish the assigned senior officer as post commander. The CONARC Commander stated that the change was necessary to protect against the possibility of the assigned senior officer who did not command the major activity. CONARC indicated that they expected "no difficulty" in having the DA directive amended to reflect their desires.²⁵

While the Fifth Army was weighing its response, the Finance Center Command received word of the CONARC decision to appoint the commander of the major activity at Fort Harrison as the post commander. Although this would mean the appointment of General Bean to the post command, this did not seem to appease some high ranking members of the Finance Center Command. Walter J. Schuchman, General Bean's Special Assistant and long time associate, was particularly skeptical of the whole turn of events trailing from the COA Survey back in February.

Mr. Schuchman conveyed his sentiments to General Bean in a memorandum dated October 17, 1956. He began by affirming the recommendation of the COA Survey to redesignate Fort Harrison a Class III Installation under the Chief of Finance and suggesting that the Fifth Army "should relocate or otherwise reduce incidental Army missions and functions" which were not contributing to the support of the present tenants. Schuchman believed the Department of the Army decision not to abide by the recommendations of the COA Survey to be "regrettable." Apparently, Schuchman asserted, DA acceded "to the

desires of CONARC and the Fifth Army" to maintain Fort Harrison as a Class I Installation.

General Bean's Special Assistant found the DA resolution compromising of the Finance Center's status at Fort Harrison. Schuchman warned that the continuation of Fort Harrison as a Class I Installation supervised by the Finance Center Commander promised to bring on "one of the biggest headaches" in the ten years the Finance Center had been an "orphan" tenant on a Fifth Army Class I Installation. In his view, the DA directive was "completely unacceptable" and that the command "would be better off . . . if the present position of the Finance Center with relation to Fifth Army and to the tenant activities remain undisturbed."

Schuchman worried the most about the complexion of command relationships as proposed by the DA directive which would have General Bean serving two senior officers, the Chief of Finance and the Commanding General, Fifth Army. "It is not unlikely," pleaded Schuchman, "that under the proposed arrangement the Chief of Finance would have to obtain the consent of the Fifth Army Commander with regard to his selection of Finance Center Commanders after you no longer serve." Schuchman also pointed out that the Finance Center Commander would have only limited influence over the selection of officers assigned by the Fifth Army to manage Class I support activities.

Serving two bosses, argued Schuchman, would increase the "pressures of compromise, such as we have not seen in the last eight years." Assuming the burden of the proposed dual role was bound to increase the number and degree of pressures on the Finance Center Command which would, in turn, force a number of unwanted "compromise solutions." "The latter," philosophized Schuchman, "occasionally are good, but as a common practice, generally, are not the best solutions."

The concluding paragraph of Schuchman's memo contained both a recommendation and a neatly worded note of caution. The recommendation advised General Bean that the ultimate objective of securing Fort Harrison for the Finance Corps would be achieved only if the installation was redesignated and placed under the Chief of Finance. Sounding a lot like Benjamin Franklin's "Poor Richard," Schuchman offered these parting words of wisdoms. "I do not believe that serving two masters and thereby getting your foot in the door of the Class I would prove to be so much of a wedge as is likely to be a pinch."²⁶

Despite the mounting anxiety within the Finance Center command over the proposed DA resolution, the series of events that eventually awarded General Bean command of Fort Harrison marched on. The Fifth Army, on November 19, 1956, concurred with the September 25 CONARC message recommending the appointment of "the commanding officer of the major activity" as post commander. The Fifth Army Commander informed CONARC Headquarters that as soon as concurrence from the Chief of Finance was received, he would appoint General Bean Commanding General of Fort Harrison and direct him to merge "to the maximum extent practicable, and within 90 days, the present Post

Headquarters with the Headquarters of the Finance Center." Before the month was out, the Chief of Finance, H.W. Crandall, sent word of his concurrence to Fifth Army Headquarters.²⁷

By Special Orders, December 4, 1956, the Commanding General, Fifth Army appointed Major General Bean Commander of Fort Benjamin Harrison. The appointment was to take effect January 1, 1957. *The Harrisonian* announced the command change on the front page of its December 14, 1956 edition. The report recounted nothing of the six-year intrigue surrounding the momentous occasion. Installation personnel were assured that no one would be released involuntarily due to the reorganization. Reductions were expected to be absorbed by normal attrition and turnover. The report indicated that twenty-five to thirty personnel spaces and \$100,000 in salaries would be saved.

The ranking personnel who figured prominently in the command reorganization included Colonel John J. Madigan, Jr., the Finance Center Deputy, who became Deputy Commander of the post. Colonel Robert G. Smith, post commander since 1953, assumed the responsibilities of Deputy for Post Operations. Colonel James A. Miller, former post executive officer, was appointed Director of Personnel and Administration. The new Executive Officer was Colonel Charles P. Low of the Finance Center.²⁸

COMMAND MESSAGE

To Post Headquarters and Finance Center Personnel:

With the concurrence of the Chief of Finance, U.S. Army, the Commanding General, Fifth Army has appointed me Commander of Ft. Benjamin Harrison effective 1 January 1957.

The above places additional responsibility upon me for accomplishment of the Fort Harrison mission. It is a step permitting the consolidation of Post Headquarters and Finance Center Headquarters and the respective staffs.

This should result in more efficient and less time consuming staff actions, simplify command structure and facilitate relationships within and outside Fort Harrison, and eventually some economies in personnel.

You and I know, however, that there is nothing magical in the Command consolidation; the anticipated benefits will be realized only from thorough planning and the sincere efforts of everyone concerned in the implementation of these plans. Therefore those of you directly concerned will influence the smoothness and facility with which we accomplish our operations in this new relationship. I know I can count on you for 100% cooperation.

I feel I can count on your continued sincere efforts despite some changes we will experience along the way. We only fear change if there is an "unknown" involved in it. The new combined staff will endeavor to keep you informed so there will be no undue anxiety stemming from a fear of insecurity. Actually, I expect most personnel in the new combined

command will continue to work in their present locations. Some post headquarters people will be moved into the Finance Center. There will be consolidation of some present offices. There is likely to be an upgrading of jobs in some areas. By and large, however, the new command will bring no change to the majority of workers. The change will not cause anyone to lose his job. The reduction in personnel spaces realized as we "shake down" in the new organization will be readily absorbed in our normal attrition and turnover of employees here at the Fort.

I think we can do a better job working together under the new arrangement. With Colonel Smith's continued key role as my Deputy for Post Operation, I am counting on a smooth efficient changeover. Resulting improvements in operational efficiency and reduced costs will give everyone of us a sense of satisfaction.

E. J. Bean
Major General, U.S. Army

Whether the problems of command, forecasted by Walter Schuchman, ever materialized is difficult to assess. Very early in his assignment as Commander of the Finance Center and Fort Harrison, General Bean announced on July 1, 1957 he would retire from the Army. The National Federation of Federal Employees, Local 810, sponsored a gala testimonial banquet honoring the retiring general on May 23. Nearly five hundred guests crowded into the third floor auditorium of the Finance Center to attend the festivities, highlighted by the unveiling of a head and shoulders portrait of General Bean. General Bean's five year old granddaughter, Patricia Young, unveiled the portrait painted by renowned artist Edmund Brucker. After the banquet, the portrait was hung in the north lobby of the Finance Center for permanent display.

Before stepping down, General Bean wrote these words of farewell to the people of Fort Harrison:

As Commanding General of the Finance Center, U.S. Army, since establishment of an advanced headquarters here in 1951, extending through the period of construction of our fine modern building and its completion and occupancy, I have witnessed significant improvements in the service rendered to our great United States Army, its members, their families, and its veterans. Through the assignment of qualified personnel, both in civilian dress and wearing the uniform, followed by training and experience on the job, we are reaching a stage of maturity where the fruit is ripening --in the form of more efficient operations, and more timely and reliable service to the worldwide clientele of this "hub" of the Army Finance network.

*It is with the greatest of pride that I shall always regard my service as the first commander of the "Home of the Army Dollar."*²⁹

This particular part of his farewell message seemed to capture so well the General's contributions to the history of Fort Harrison and the Army Finance Corps.

General Bean's retirement did not end the Finance Corps' struggle to gain complete control of Fort Harrison. In fact, evidence suggests it was a point of contention during the entire six year period of the dual command. One year after the Fifth Army appointed General Bean Commander of the post, Colonel A. H. Miller, Director of Plans and Training at Fort Harrison, supervised a staff study which raised once again the question of whether Fort Harrison should come under the direct jurisdiction of the Chief of Finance.

Colonel Miller, a Finance Corps Officer, cited several disadvantages to the present command structure. The post commander, under the present arrangement, had to serve two masters, each controlling fund and space allocations within their area of responsibility. This fact complicated terribly the administration and command of the post. Since the Fifth Army Commander did not prepare the Fort Harrison Commander's efficiency report, he had no means of exercising control over Fifth Army operations. The study also described problems surrounding preparation of two separate sets of reports to satisfy both the Chief of Finance and the Fifth Army. Separate budget reports were also required under the present set-up. Additionally, the study publicized the tremendous pressure on the post commander to balance the needs of the Fifth Army with those of the Chief of Finance.

Colonel Miller's conclusions read, in part, that the Fifth Army Commander may have concurred with the COA Survey of February 1956, if he had been shown that the advantages of redesignation outweighed the disadvantages and that Fifth Army responsibilities at Fort Harrison could have been performed adequately and economically by the Chief of Finance. The study's final recommendation called for a meeting of the Chief of Finance, the Fort Harrison Commander, and the Commanding General, Fifth Army to discuss the feasibility of redesignating Fort Harrison a "Class II" installation under the Chief of Finance.³⁰

**U. S. ARMY GARRISON
FORT BENJAMIN HARRISON
Indianapolis 49, Indiana**

**GENERAL ORDER
NUMBER 2**

1 January 1957

ANNOUNCEMENT OF STAFF POSITIONS

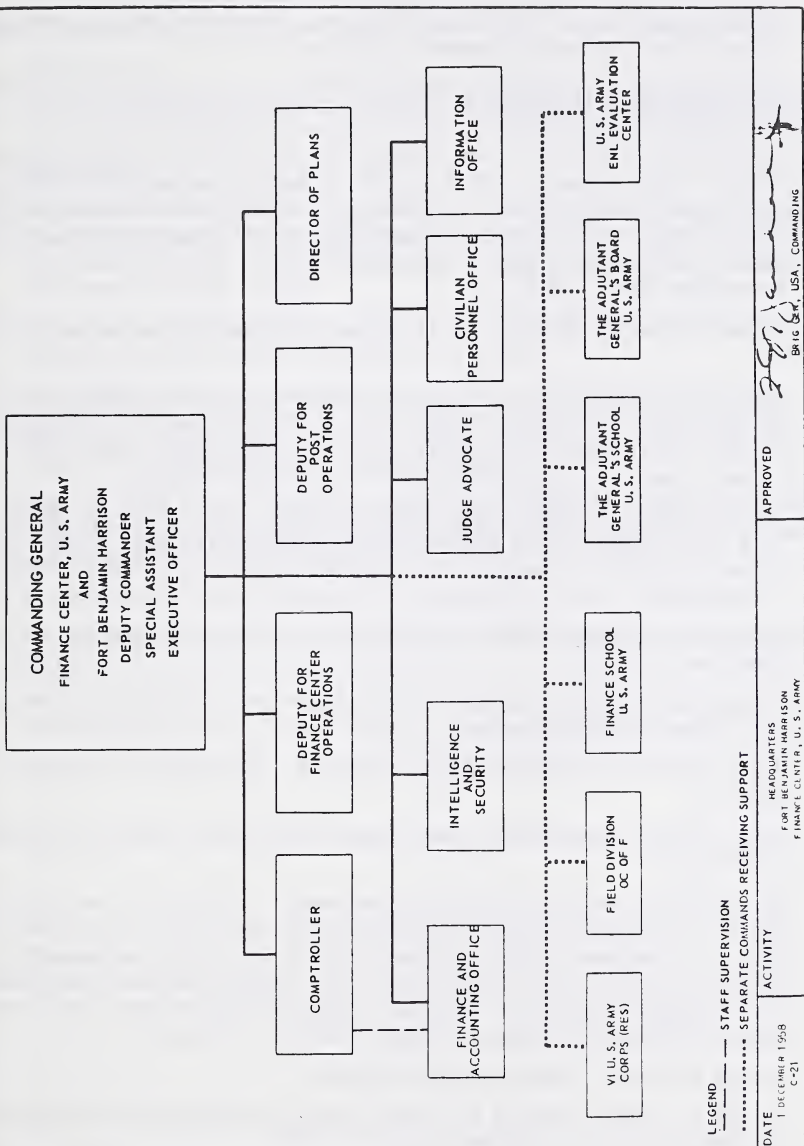
Under the provisions of AR 210-10, Officers and Department of the Army civilian personnel listed herein, are announced to staff positions, U.S. Army Garrison, in accordance therewith:

Deputy Commander	Colonel John J. Madigan, Jr., 039538, FC
Deputy for Finance Center Operations	Colonel Edmund L. Dlugensky, 039727, FC
Deputy for Garrison Operations	Colonel Robert G. Smith, Jr., 029804, Arty

Executive Officer	Colonel Charles P. Law, 041684, FC
Director of Personnel and Administration	Colonel James A. Miller, 040018, AGC
Director of Plans	Colonel Orville A. Lesley, 039629, FC
Comptroller	Colonel Wilfred Knobelock, 042464, FC
Director of Intelligence and Security	Major Carl H. Wall, 0374366, Inf
Adjutant General	Captain Richard G. Hornback, 0994816, AGC
Judge Advocate General	Lt Col Byrnes F. Bentley, 0284835, JAGC
Acting Inspector General	Captain Preston W. Morgan, 01308275, FC
Information Officer	1st Lt Jack A. Bice, 04004822, Inf
Special Assistant to Commanding General	Mr. Walter J. Schuchmann, DAC
Financial Legal Advisor	Mr. James M. Halter, DAC

**E. J. BEAN
Major, General, USA
Commanding**

Whether the meeting was ever formally arranged is not known. If the three general officers did meet, the results must have been similar to those of earlier Finance Corps advances on Fifth Army "turf." Counting General Bean, four Finance Corps officers served in the dual capacity before the two commands were split again in 1963. Brigadier General Paul Mayo followed General Bean, who, in turn, was succeeded by Brigadier Generals Frederick J. Kendall and William C. Haneke.



Footnotes

1. Bob Master, "The Great Flying Center that Might Have Been," unidentified newspaper article dated 1976. The article is filed in the Command History Office, U.S. Army Soldier Support Center, Fort Benjamin Harrison, Indiana.
2. "Spink Began Career With Single Mule; Now Supervises Mammoth Center Project" *The Harrisonian*, December 4, 1952, p. 3.
3. "Centralization, Growth Mark Progress As Finance Corps Celebrates Birthday," *Ibid*, July 2, 1953, pp. 1-2.
4. "Finance Center Speeds Up Move to Indiana; Two State Fairgrounds Buildings To Be Used," *Ibid*, January 17, 1952, p. 3, "Four MPD Branches First to Move to Indianapolis," *Ibid*, February 14, 1952, p. 1; "Center Leases Buildings," *Ibid*, March 6, 1952, p. 1; "Army Finance Center Leases 3 Buildings," *Indianapolis Star*, March 5, 1952, p. 1, c. 6-7; "First AFC Contingent Arrives Tomorrow," *The Harrisonian*, May 1, 1952, p. 1.
5. "Finance Center Headquarters Moves to Fort," *The Harrisonian*, August 14, 1952, p. 1.
6. Inset, *Ibid*, July 9, 1953, p. 1; "Eighth of Total Employees in New Building," *Ibid*, July 30, 1953, p. 1; "Retired Pay Branch is Scheduled to Occupy New Building in October," *Ibid*, September 17, 1953, p. 1; "St. Louis Center Closed Out; Last Elements Vacate to New Building Here," February 25, 1954, p. 7.
7. "Action Taken to Remedy Fort's Traffic Problem," *Ibid*, March 27, 1952, p. 1; "Plan For Staggered Work Shifts Expected to Ease Rush Hour Traffic," *Ibid*, August 21, 1952, p. 1; "Staggered Shifts May End Traffic Tie Up," *Ibid*, December 18, 1952, p. 1.
8. "\$100,000 Road Repair Project Ends; Fort Now Set For Peak Traffic Load," *Ibid*, September 4, 1952, p. 1.
9. "Army Causing Shortage of Office Help," *Indianapo--U.S. Yarn*, "Indianapolis Star", August 1, 1952, p. 21, c. 4.
11. "Home of the Army Dollar Officially Dedicated," *The Harrisonian*, October 15, 1953, p. 1.
12. "Finance Center Names Roads After Former Army Chiefs of Finance," *Ibid*, April 30, 1954, p. 3.
13. "Home of the Army Dollar Officially Dedicated," "Welcome to Fort Benjamin Harrison," Official Brochure, Fort Benjamin Harrison, Indiana, November 20, 1959, p. 3; "Indiana's Little Pentagon," Edward H. Frank, *Indianapolis Star Magazine*, April 21, 1957; "Indy Salutes, An Unofficial Directory and Guide," Kimball Publications, Omaha, Nebraska, 1976, p. 23; "Indy Salutes the Army," National Military Publications, El Cajon, California, 1983, p. 8.
14. Edward H. Frank, "Indiana's Little Pentagon."
15. Ltr, BG E. J. Bean to MG B. E. Sawyer; subj: Reclassification of Installation -- Fort Benjamin Harrison, Indiana, March 17, 1952.
16. Msg, Chief of Finance to ACofS, G-4; subj: Reclassification of Installation -- Fort Benjamin Harrison, Indiana, April 21, 1952; Msg G-4 to Chief of Finance; subj: Idem, May 19, 1952; Msg ACofS, G-1 to ACofS, G-3; subj: Idem, June 6, 1952; Msg G-3 to G-4; subj: Idem, June 11, 1952.

17. Msg, CG Army FIVE CHGO ILL to TAG DEPT AR DC for G4/G2; subj: Idem, June 17, 1952.
18. Management Survey of Fort Benjamin Harrison, Comptroller of the Army, Washington, D.C., March 13, 1956, p. 1.
19. Ibid, pp. 18, 7.
20. Ibid, pp. 8-9.
21. "Non-Concurrence in Committee Report Covering Special Management Study at Fort Benjamin Harrison, Indiana," HQ, Fifth Army, March 13, 1956, pp. 1-2.
22. Ibid, pp. 2-4.
23. Msg, HQ Fifth Army to TAG, Department of the Army, Washington 25, D. C.; subj: Management Survey of Ft. Benjamin Harrison, Indiana, March 22, 1956; Msg, HQ CONARC to TAG, Department of the Army, Washington 25, D.C.; subj: Idem, March 27, 1956.
24. Msg, DA to CG CONARC; subj: Elimination of Marginal Activities at Fort Benjamin Harrison, Indiana, September 14, 1956.
25. Msg, HQ CONARC to CG, Fifth Army; subj: Idem, September 25, 1956.
26. Memo, W. J. Schuchman to MG E. J. Bean; subj: Change of Command at Fort Benjamin Harrison, October 12, 1956, pp. 1-2.
27. Msg, HQ Fifth Army to GG, CONARC; subj: Elimination of Marginal Activities at Fort Benjamin Harrison, Indiana, November 19, 1956; Msg, Chief of Finance to CG, Fifth Army; subj: Idem, November 26, 1956.
28. "NFFE to Honor General Bean," *The Harrisonian*, May 3, 1957, p. 1.
29. "Commanding General's Farewell Message to All Members of the Fort Benjamin Harrison Family," Ibid, June 28, 1957, p. 1
30. Staff Study; subj: Should Fort Benjamin Harrison be a Class II Installation Under the Jurisdiction of the Chief of Finance?, January 27, 1958, pp. 6-9.

CHAPTER VIII

U.S. CONARC PROJECT 38:

SCHOOL CENTER AND POST HEADQUARTERS,

1963 - 1973

One of the factors enabling John Fitzgerald Kennedy to capture the public imagination during the Presidential Campaign of 1960 lay in his ability to communicate to the American people the promise of a better tomorrow. President Kennedy sustained his hold on the popular mind by filling his Cabinet with a group of gifted and energetic professionals seemingly committed to this ideal. One of the "best and the brightest" was Secretary of Defense Robert S. McNamara, an experienced corporate manager, whose appointment was designed to appease a lengthening list of critics disturbed over the strategic and managerial weaknesses of America's defense establishment. During the tragically shortened term of the Kennedy administration, Secretary McNamara worked swiftly to strengthen the nation's defenses and to make the Department of Defense, including the Army, managerially sound.¹

The Department of Defense Project 71, "Review of Bases and Installations," was among the first managerial reforms to surface at Fort Benjamin Harrison. Project 71 was a general survey to determine whether the resources on military reservations could be used more efficiently. Several studies were conducted at Fort Harrison in the 1961-62 period which had an eye to bringing additional tenant activities to the post. During this time, the Office of the Chief of Finance, the Army War College, the Provost Marshall General's School, the Civil Affairs School, the Chaplain's School, the Management School, and the Army Information School were mentioned as possible new residents at Fort Harrison. Of those mentioned, the most serious consideration was given to the Chief of Finance, the Management School, and the Information School.²

The shifting of resources from one government holding to another by the Army became a familiar pattern of behavior in the early 1960's. The first such move to affect Fort Harrison was the relocation of the VI Corps Army Reserve Headquarters to Battle Creek, Michigan. The reserve

unit, a 1958 consolidation of the Indiana and Michigan Military Districts, was ordered to Battle Creek to fill the void left by the Headquarters of the Office of Civil Defense which was integrated with other branches of its activity in Washington, D.C.³



Major General Theodore S. Riggs receives VI Corps (Reserve) colors from, Mr. George M. Davidson, Civilian Aide to the Secretary of the Army for the State of Indiana. The VI Army Corps (Reserve) was activated January 2, 1958. (This scene on p. 131)

Even before the official December 5, 1961, news release of the VI Corps move, General Haneke, the Fort Harrison and Finance Center Commander, had been notified that the Department of the Army had approved a plan to transfer the Office of the Chief of Finance from the Pentagon to Fort Harrison, contingent upon the gradual transfer of the Indiana and Michigan Reserve headquarters to Michigan. Major J. C. Bowman, Haneke's Executive Officer, sent a letter to the Chief of Finance only two days after the press release offering a lengthy description of "Building 600," the building vacated by the VI Corps and the proposed office of the Chief of Finance. The letter also requested information from the Chief of Finance that would allow the Fort Harrison staff to prepare the facility for further use.⁴ While this development appeared to be a calculated maneuver by the Finance Corps to cement its hold on Fort Harrison, it also was well within the bounds of other Department of the Army efforts of the time to join related agencies in hopes of affecting a greater economy of resources. The greatest testimony to this tendency was the establishment of the Finance Center itself.

However, the move which would have recalled Major General Paul Mayo, the current Chief of Finance and former Fort Harrison Commander, to his home state of Indiana was cancelled by the Department of Defense in January 1962, just over a month after formal declaration of the plan. A brief article in the January 19 *Harrisonian* gave no reason for the change of heart other than the statement that the decision had been reviewed and Department of Defense officials had decided to keep the Chief of Finance in Washington. The order to move the VI Corps, though, remained intact.⁵

Interestingly, January 1962, was also the month the Army announced a sweeping reorganization which, among other changes, vested in one major command the control over the entire Army education and training system. That one command was the U.S. Continental Army. Translated locally, the remodeling of the Army meant the reassignment of the two service schools at Fort Harrison from the Adjutant General and Chief of Finance to CONARC. Suddenly, the Fifth Army's meager stock in Fort Harrison, which fell rapidly once the VI Corps announced its leave, began to rise again.⁶

Public protest over the transfer of the VI Corps Headquarters peaked when government officials from Indiana discovered the Chief of Finance was remaining at the Pentagon. Congressional Representatives, William G. Bray and Ronald C. Bruce, urged Elvis T. Stahr, Secretary of the Army, to reconsider his order that would leave Fort Harrison underutilized. "The on-again, off-again, policies of moving installations," stated the Indiana Congressmen, "have cost . . . millions of dollars, and on the grounds of economy alone no such move should be undertaken unless justified by the most compelling reasons." Bray and Bruce further argued that the expense of moving, along with the training of new employees, would be too costly for the taxpayer. Coupled with the confusion and discomfort forced upon displaced workers, the transfer could not be reasonably justified.⁷

On the very same day Congressmen Bray and Bruce publicized their objections, General Herbert B. Powell, the Commanding General of CONARC appeared in Indianapolis to inspect Army operations in the area. General Powell's timing was better than most professional politicians'. In an interview with *Indianapolis News* reporter Joe Jarvis, Powell mentioned the "distinct possibility" that one or more of the Army's specialized service schools would be relocated to Fort Harrison. The CONARC Commander cited Department of Defense Project 71 and claimed that "this very well could lead to relocating one or more of the seventeen schools now under my command to Fort Harrison." The controversy died quickly after General Powell's visit and, apparently, without tarnishing the Secretary of the Army's credibility in Indiana. Later that year, Elvis J. Stahr left the Department of Defense to become President of Indiana University.⁸

The reorganization of the Department of the Army in 1962 immediately loosened the Finance Corps' precarious hold on Fort Harrison. The

assignment of Army training programs to the Continental Army Command weakened the Finance Corps' long standing claim that it was the principal "customer" of service support on the post. The assignment of the Adjutant General and Finance Schools and any newly relocated schools to CONARC made the Chief of Finance's old argument appear dubious at best.

In a message dated April 23, 1962, the CONARC Commander outlined the reorganization planned for Fort Harrison. On July 1, CONARC would assume control of the Adjutant General and Finance Schools. The school commandants would be directly responsible to the CONARC Commander for all academic matters while the resources to run the schools would pass through the normal Army chain of command. In the case of Fort Harrison, the Fifth Army would be responsible for tenant support. The leading reorganizational objective, as specified by the message, was the establishment of a "Class I" installation type headquarters separate from any current tenant activity. "The combined personnel spaces of the present Fort Benjamin Harrison -- Finance Center staff," noted the CONARC Commander, "will be separated into two staffs, one to support the CG (Commanding General) of Fort Benjamin Harrison and one to support CG Finance Center." The message indicated also that the Commanding General of Fort Harrison may be designated CG of the Finance Center as an "additional duty" if desired by the Chief of Finance.⁹

The CONARC Commander issued Letters of Instruction on June 22 to the Fifth Army and the Fort Harrison school commandants describing in greater detail the ramifications of the reorganization. "I intend," stated General Powell to the Fifth Army Commander, "to exercise command direction and control for academic matters over these schools (AG and Finance) and the other schools I currently command. By this concept, I shall be able to control curricula, course content, and input, and to allocate necessary resources . . ." Powell stipulated he did not intend to delegate to the Fifth Army authority to reprogram mission funds and personnel resources which had been earmarked for the schools.

General Powell emphasized that the concept was workable only if CONARC Headquarters could avoid entanglement in the "myriad of functions . . . normally associated with command." The CONARC Commander directed the Fifth Army Commanding General to exercise "in the administrative and logistical support you give to the schools all command functions other than academic matters, mission funding, personnel spaces and assignment of instructor personnel."¹⁰

Special instructions to the school commandants made it clear that they were to be the CONARC Commander's principal advisors in their respective areas. "I look to you," stated General Powell, "as my principal advisor and representative for development of concepts for organization, doctrine, training, procedures and techniques . . . In this connection, I desire that your views and recommendations reflect a consideration of user opinion worldwide." The school commandants were authorized direct contact with CONARC command elements "for exchange of views

and information.” Powell urged them to use the contacts “to inform and be informed of current trends, activities, and requirements.”

The CONARC Commander made specific reference to the U.S. Army Combat Developments Command, newly formed under the recent reorganization. The departure of each school’s combat development arm to a separate command “should in no way,” asserted General Powell, “lessen the influence the schools have over doctrine or diminish in any way their responsiveness to requirements from the field.” The schools and CONARC Headquarters “must assist materially in maintaining the responsiveness and progressiveness of doctrine.”

Although the Adjutant General Combat Development Agency remained at Fort Harrison, control of the Class II activity passed from the Adjutant General to the Combat Developments Command on July 1, 1962. A corresponding agency for the development and structural integration of Finance doctrine, organization, and material was formed at Fort Harrison July 1, 1964.¹²

In closing his letter to the Finance and Adjutant General School Commandants, General Powell declared each school to be the “Home” of the respective branches of the service. Powell expected each school to serve as the repository “for Corps traditions, history, trophies, awards and other recognition.”¹³

The word that two separate commands were once again to be the order of the day at Fort Harrison sent chills through the Finance Corps community, especially upon receipt of the April 23 message from CONARC relegating command of the Finance Center to an “additional duty, if desired by the Chief of Finance.” There was little chance the Chief of Finance would “desire” Brigadier General Haneke to command the Army’s world-wide financial network as a secondary concern. The certainty that increasing CONARC claims on Fort Harrison were irreversible prompted the Chief of Finance, in October, to petition the Army’s Deputy Chief of Staff for Personnel (DCSPER) to reestablish the general officer position assigned to command the Finance Center.¹⁴ Lieutenant General R. L. Vittrup (DCSPER) wrote back to the Chief of Finance advising him that the matter was under consideration:

*The position of Commanding General, Finance Center, U.S. Army, is now recognized as a general officer requirement, with the grade of brigadier general. As indicated during our recent discussion, the matter of support of this position will be considered at a later date in conjunction with the over-all evaluation of world-wide general officer requirements. In the interim, General Haneke will continue to serve as CG, Finance Center as an additional duty.*¹⁵

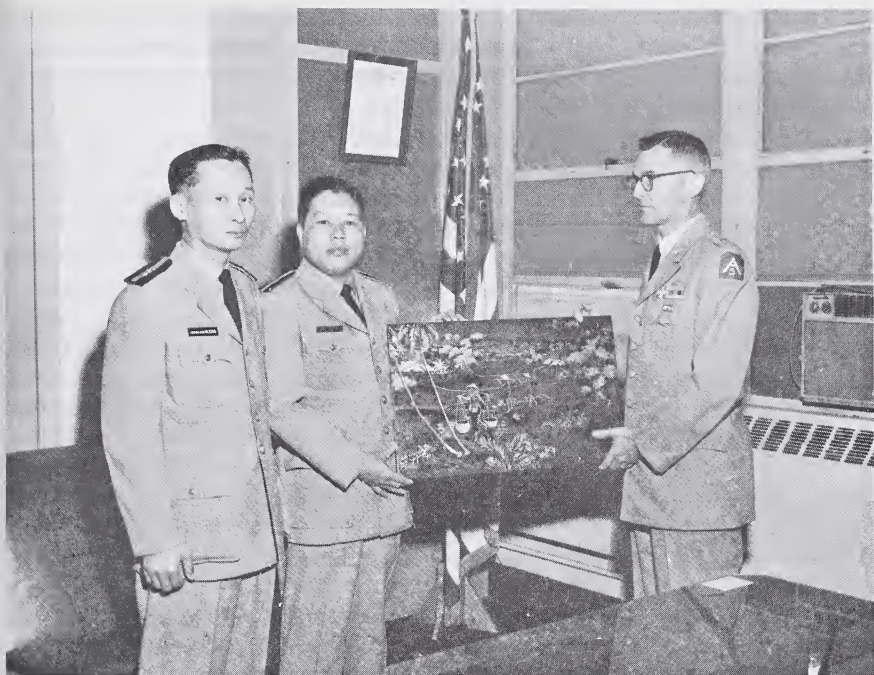
The message did little to lessen anxieties at the Office of the Chief of Finance. Apparently, the Army’s Finance Chief found the repeated reference to the additional duty status of the Finance Center Command alarming.

Writing for the Chief of Finance, Mr. Perry H. Kent, Deputy Chief of the Office of the Chief of Finance's Comptroller Division, composed a Memorandum for record detailing the issues raised by the reorganization of the Fort Harrison command. Mr. Kent remarked in the memo that the DCPER's recognition of the general officer requirement at the Finance Center was an accomplishment, but found disturbing General's Vittrup's insistence that General Haneke continue to perform the duty of Commander of the Finance Center as an additional duty.

Mr. Kent wondered how General Haneke could continue to serve as Commanding General of the Finance Center as an "additional duty" if he had never served in this capacity in the past. Accepting this condition, warned Kent, would place the Chief of Finance in an "untenable position." Kent feared the Finance Center mission could be downgraded under the designation and that the Chief of Finance could have to delegate responsibilities to a "Fifth Army Commander." Mr. Kent found this last reflection objectionable even though the Commander "in the interim" was a Finance Corps officer. The memo also speculated that delegation of the Finance Center command to a Fifth Army commander "could very well lay the foundation for having the Finance Center . . . placed under the jurisdiction of Fifth U.S. Army."

A critical portion of the memo provided a documentary trail leading to General Haneke's appointment as Commander of both the Finance Center and Fort Benjamin Harrison. Department of the Army Special Orders No. 44, 20 February 1961, assigned Brigadier General Haneke to the Finance Center while Fifth Army Special Orders No. 137, 31 July 1961, appointed Haneke Commander of the U.S. Army Garrison, Fort Benjamin Harrison. Special emphasis was given to the distinction between *assigned* and *appointed*. If anything, argued Kent, General Haneke, by virtue of his "appointment," commanded the U.S. Army Garrison as an additional duty and not the Finance Center. Mr. Kent closed the memorandum with a further warning. Unless the Department of the Army "supports" rather than "recognizes" the need for a general officer, "the important command role at the Finance Center . . . may have to be assigned to a Colonel."

The memo made no reference to the 1956 agreement between the Commanding General of the Fifth Army and the Chief of Finance deferring command of the post to the senior officer in charge of the major activity. In 1957 that honor went to Major General Bean, Commander of the Finance Center and the principal agent of support for the Finance School. In 1962 the honor seemed to be passing to Brigadier General Haneke by nature of his appointment to command expanding CONARC and Fifth Army interests at Fort Harrison. General Haneke's unique status at the time was serving as commander of both activities vying for supremacy at the Indiana post. Resolution of the sticky command issue must have weighed heavily in the minds of officials at both CONARC Headquarters and the Office of the Chief of Finance as the arrangements to clearly separate the commands moved forward.¹⁶



Vietnam officers visit Fort Benjamin Harrison in September 1961. Shown presenting Brig. Gen. William C. Haneke (right), CG, Fort Harrison and the Finance Center; with a picture are (left to right) Capt. Huynh Kim Huong, Chief Projects Research and Procedures Div, Office of the Adjutant Gen, Vietnamese Army, and Maj. Nguyen Phy Sanh, The Adjutant Gen, Vietnamese Army. The presentation takes place in Col. E.E. Miller's office, Enlisted Evaluation Center.

Coincidental to the surfacing command problem at Fort Harrison was the creation of an adhoc study group to examine the requirements of consolidating "within a Fort Harrison post structure those common school support activities."¹⁷ The mission of the group was to study and make recommendations concerning the separation of the Finance Center -- Post Headquarters and the establishment of an Administrative School Center and Post Headquarters. General Haneke appointed a committee of six which included military and civilian participation. Chairman of the group was Major Donald C. Finnigan. He was joined by Captain Edith N. Straw, Mr. William S. Warren, Miss Jennie C. Bonadio, Major Vernon M. Eppley (AG School liaison), and Captain M.S. Harwood (Finance School liaison).¹⁸

The operations concept originating from the committee's work called for the Finance Center to revert to a Class II tenant activity of the post, relieving the Center's commanding general of his post command obligations. Under the school center concept, the Adjutant General and Finance Schools and other schools to be named would pool support activities and other "shared-in-common" operating agencies. The committee, however, reemphasized the separateness of the schools and that

each would have a commandant-director who would advise the CONARC Commander of respective mission developments. School commandants would be relieved of all duties not contributing directly to resident and non-resident instruction.

The committee proposed an integrated school center and post headquarters commanded by a general officer. The officer inheriting the new command would assume the normal duties of a post commander, namely the administrative and logistical support of tenant activities. The school and post headquarters also would provide both academic and non-academic support to the service schools located at Fort Harrison.

Non-academic obligations included the operation of a common training aids center and print plant. Academic support brought the commander into the instructional arena by requiring the preparation and presentation of subjects common to the various school populations on post. To accomplish this last task, a small staff and faculty would be assigned to the school center and post headquarters. The integrated concept proposed by the committee included also the operation of a common book store and technical library for resident students and the administration of the instructional program for non-resident students.¹⁹

Early in 1963 the Department of the Army approved the school center concept which had become known by this time as "U.S. CONARC Project 38." In a letter dated February 19, 1963, CONARC Headquarters recognized the approved concept and outlined a three phase plan for the orderly establishment of the school center and post headquarters.

Phase I was to begin immediately and was the planning stage for the establishment of the School Center/Post Headquarters and the consolidation of common activities of the schools already in residence at Fort Harrison. The former task would require, of course, separating the existing Post/Finance Center Headquarters structure into two recognizable command groups.

Phase II involved the actual separation of the Post/Finance Center Command and the activation of the Headquarters U.S. Army School Center/Fort Benjamin Harrison, Indiana. School commandants at this time would release control of all non-academic support activities to the School Center and Post Commander. Both the commander and school commandants in Phase II were to prepare to integrate transferred Army service schools into the school center complex.

In Phase III, the commander and school commandants were expected to study the new command structure to determine whether any adjustments or realignments were necessary. During this period of evaluation, the command staff would also review construction requirements projected in Phase I. Findings of the evaluation phase were to be forwarded to the CONARC Commander.²⁰

The placement of additional schools at Fort Harrison figured prominently in the plans to establish the school center and post headquarters at Fort Harrison. After beginning the formal reorganization

of the Army, the Continental Army Command ordered the transfer of several Army schools to installations under its control. Undoubtedly, consolidating control was intended to ease the administrative and managerial complexities of running the entire Army school system. Although a number of names were bandied about, the two schools considered most suitable for the confines of Fort Harrison were the Information School and Management School. Of these two schools, only the Information School would move to Fort Harrison during this time period.

In late October 1962, Major General R. J. Meyer, the new CONARC Deputy Chief of Staff for Individual Training, instructed Colonel C. C. Coyne, Commandant of the U.S. Army Management School, to develop a plan to move the Management School from Fort Belvoir to Fort Harrison during the first quarter of fiscal year 1964. General Meyer directed Colonel Coyne to include in his plan the "consolidation of management type courses" offered by the Finance, Adjutant General, and Management Schools. If the consolidation proved feasible, Meyer wanted provisions in the final plan that grouped all CONARC management courses under the "monitorship of one director at Fort Benjamin Harrison."²¹

Colonel Coyne made an expeditious visit to Fort Harrison to discuss the proposed venture with the Commandants of the Adjutant General and Finance Schools. On November 17, Coyne filed his trip report with General Meyer expressing his views on the transfer of the Management School to Indianapolis.

The trip report listed three leading observations stemming from Coyne's consultations with Fort Harrison officials. First, the Management School could not continue its "impressive performance" at Fort Harrison unless "higher order" facilities were made available. Coyne underscored the high cost of remodeling necessary to provide a building comparable to the school's present quarters at Fort Belvoir. Of the few acceptable buildings, "the old VI Corps Headquarters Building" would require an estimated six months and \$500,000 of work to ready it for the transplanted school.

Secondly, Coyne believed the school would encumber in Indiana "insurmountable difficulties" in attracting high caliber guest speakers necessary to sustain quality instruction. Indianapolis, unlike Washington, D.C., did not have the area universities and government agencies from which to draw reputable speakers for the Management School program.

Lastly, consolidating management instruction among the schools was not feasible given the incompatibility of the subject matter. The functional orientation of management training offered by the Adjutant General and Finance Schools emphasized technical competence in highly specialized career fields. The Army Management School, however, taught "general" managerial skills to senior field grade officers destined to move into "positions of considerable responsibility." The curriculum of the Management School was designed to improve competence in the

"four basic skills of management," problem-solving, handling of organizational relationships, interpersonal relationships, and communications. The two different dimensions of management training, reasoned Colonel Coyne offered "no common ground for consolidation of instruction." The Management School Commandant summarized his trip report by asserting there appeared to be "no compelling reason why USAMS should be moved." Its present location was "inherent testimony to the progressive nature of Army Management Training."²²

Coyne's message apparently struck a responsive chord with General Meyer since word of the "deferred" requirement to transfer the Management School was sent to General Haneke at Fort Harrison on December 3. Colonel Coyne informed the Fort Harrison Commander of CONARC intentions to form an "Ad Hoc" committee to study management education as contribution to a larger Department of Defense survey on the same subject. For the time being anyway, "general" management training would remain at Fort Belvoir.²³

The Defense Information School, a consolidation of the Army Information School and the Navy School of Journalism, received its first students at Fort Harrison January 10, 1966. Under its new multi-service banner, the school was responsible for training journalists from all branches of the service in the "three medias of mass communication: printed (including photo-journalism), oral/visual, and radio/television." Colonel John J. Christy, School Commandant, remarked at the formal opening that the school's job was "to teach the fundamentals of journalism emphasizing maximum disclosure with minimum delay." In 1966, the school was organized into five academic departments --Applied Journalism, Policy and Plans, Research and Oral Communications, International Relations and Government, and Radio and Television.²⁴

The commencement of classes at Fort Harrison ended nearly a four year period of planning and preparation dating back to March 1962. At that time, a team composed of representatives from CONARC, Fifth Army, the Army Information School, and the Office of the Chief of Information inspected Fort Harrison to assess its suitability for the Information School. One month after this inspection CONARC Headquarters directed the Fifth Army Commander to perform a comprehensive survey of Fort Harrison resources "to determine the feasibility of moving the Information School . . . in the immediate future." Not until March 1963, did the public learn that the findings of the inspection team and survey were reviewed favorably by the Department of the Army.²⁵

General Haneke issued the decision to the press on March 22, 1963. The Army expected the move to save approximately \$1,000,000 a year in tax-payer money. Besides the fiscal savings, Haneke gave two reasons why Fort Harrison was chosen specifically as the new residence of the Information School. "Long range studies," stated General Haneke, revealed the availability of quarters and classrooms at Fort Harrison was "ideal." The other reason cited was less objective. The Chief of Information, Brigadier General George Underwood, was a native of

Indianapolis and was known to have favored the area.²⁶

On June 3, a meeting was called at Fort Harrison to discuss Project 38, and, in particular, the transfer of the Information School from New York. Attending the meeting were representatives from CONARC and Fort Harrison Headquarters, the Fort Harrison schools, the Adjutant General Combat Development Agency, and the Information School.

After General Haneke opened the meeting, Colonel R.T. Dodge, from CONARC Headquarters, introduced the topic of discussion by outlining CONARC views on the School Center/Post Headquarters and the transfer of the Information School. Colonel Dodge informed the group that CONARC "had the concept all along that there would be a school center at Ben Harrison which will probably be a forerunner to several other places such as Fort Gordon." The surface problem of the school center idea, stated Dodge, was resolving what appeared to be two contradictory aims -- consolidating common resources of two or more schools yet retaining the identity and integrity of each agency. Dodge felt the school center command directing the administrative and logistical support only of independently organized schools would balance the two arms of the school center concept.

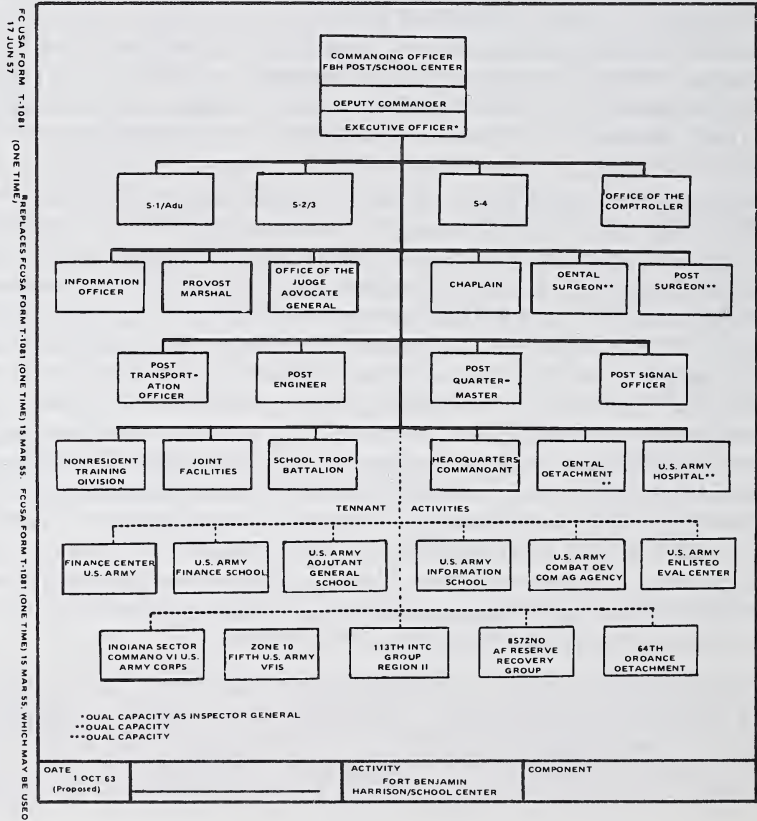
Next, Dodge pointed out that the Information School had been in the CONARC plan for Fort Harrison for some time. Although local post officials had Building 600 (old VI Corps HQ Building) marked for the Information School, Dodge argued that Gates-Lord Hall (Building 400) was the ideal location. We at CONARC, stated Dodge, feel "that all three schools (AG, Finance, and Information) could fit into Building 400," and "that there is adequate space to make them of equal talents."²⁷

The issue of physical space for all proposed school center activities occupied the group for the remainder of the meeting. The establishment of a new school center and post command and the integration of another Army school into the training program meant considerable inconvenience for those agencies already entrenched at Fort Harrison. Colonel Delbert D. Spahr, Director of the Adjutant General Combat Development Agency, pointed out that under the present plans his agency was "homeless" since his space in Building 400 was slated for classroom use. General Haneke responded to Colonel Spahr's query by informing him the Finance Center was prepared to accommodate Combat Developments. Colonel Spahr objected to this development and announced his intentions to report it to his superiors at Combat Development Command Headquarters. Spahr maintained his present location in the academic building made his job much easier. General Haneke agreed with Spahr's contention, but could only reiterate that the Finance Center was prepared to accommodate Combat Development.²⁸

General Haneke then directed the group's attention to the question never answered at this meeting, "We would be delighted," quipped the General, "to have someone tell us how much space the Information School needs." Colonel Frank Castagneto of the Information School could only refer General Haneke to the projected number of required

classrooms and seats. As the group's focus narrowed on these projections, Colonel Dodge asked the Information School Commandant why every projected student required three classroom seats. Colonel Castagne explained this was an administrative maneuver to protect against the possibility of all Department of Defense Information Schools being combined into "one Armed Force Information School." The impasse created by this announcement moved the meeting to a quick adjournment.²⁹

Castagneto's premonition assumed real proportions in July 1964, when the Army Information School became the Defense Information School, a combined training facility for the Army, Navy, Air Force, Marines, and Coast Guard. With the phase out of the Navy School of Journalism at Great Lakes, Illinois, the new school, temporarily arranged at Fort Slocum, provided journalism training for the nation's Armed Forces. Secretary McNamara proclaimed the consolidation of information training as promoting economy and efficiency "by eliminating administrative overhead and permitting use of common training facilities." The planned transfer of the information school to Fort Harrison was still scheduled and would coincide with the deactivation of Fort Slocum in 1966.³⁰



The creation of the Defense Information School gave Army planners the exacting statistics necessary to prepare Fort Harrison for an expanded command structure and school population. In February 1965, the Army announced a \$6,500,000 "face-lift" for Fort Harrison. Immediate construction included a new bachelor officers' quarters and an enlisted personnel mess hall capable of feeding 2,000 soldiers. Before the year had passed, the west wing of Gates-Lord Hall was remodeled to house most of the Defense Information School. The expected housing problem was short-circuited by the construction of three new barracks, two for enlisted men and one for enlisted personnel of the Women's Army Corps.³¹

During the summer of 1963, officials planning for Phase II of USCONARC Project 38 were not certain under what conditions the Information School would transfer to Fort Harrison. The lack of detail concerning the third school coming to Fort Harrison hampered efforts to produce an effective reorganization plan. Nevertheless, the plan to recreate two separate commands from the Post and Finance Center Headquarters moved ahead.

The Fort Harrison Command on August 2 received a message from the CONARC Commanding General directing implementation of Phase II by October 1. Point number two of the message settled the question of command at Fort Harrison and established the lines of authority that ultimately regulated the futures of the Army Finance Center and the new School Center and Post Headquarters for the next eight years. The CONARC Commander revealed the "general officer position of Commanding General, Fort Benjamin Harrison, as a USCONARC allocation, will be shifted to Commanding General Finance Center as a Finance Center allocation." The USCONARC School Center commanding officer was to be "a senior Colonel of a combat arm." A September 10 message from Fifth Army Headquarters explained the general officer position for the U.S. Army School Center and Fort Harrison had been recognized as an unsupported requirement due to the present limited number of general officer authorizations.³²

The September 6 issue of *The Harrisonian* announced the October 1 command change to the Fort Harrison community. Colonel George P. Hill, Jr., the former Deputy for Post Operations under the previous combined command, was appointed the first school center commander. Other staff positions were disclosed in School Center General Order Number 2, dated October 1, 1963:

Deputy Commander	Colonel Chester E. Lange, 030 353, Arty
Comptroller	Mr. Donald H. Breunig, DAC
S-1/Adjutant	Lt. Colonel Eldridge Thomas, 081 283, AGC
S/2-3	Maj. Samuel G. Olsen, Jr., 01 798 388, Inf

S-4	Lt. Colonel Robert M. Lorenz, 063 036, Inf
Post Surgeon	Colonel Frank W. Govern, 021 031, MC
Dental Surgeon	Colonel Kenneth W. Siegesmund, 043 149, DC
Judge Advocate	Lt. Colonel Milton T. Quinton, Jr., 01 326 662, JAGC
Provost Marshal	Maj. Howard C. Hoppus, 01 913 472, MPC
Chaplain	Maj. Victor F. Broering, 0 996 726, CHC
Information Officer	1st Lt. Eula M. Corley, L2 300 663, WAC
Post Transportation Officer	Maj. Robert L. White, 01 334 791, TC
Post Engineer	Maj. Leo A. Rhein, 02 036 336, CE
Post Quartermaster	2d Lt. Steven D. Long, 05 516 585, QMC
Post Signal Officer	Capt. James A. Gould, 01 881 144, SIGC
Director of Extension Course Student Administration	Maj. Millie K. Wagstaff, 01 592, 678, AGC
Director of Joint Facilities	Mr. Fred Davison, DAC
C.O. School Troop Battalion	Maj. Edward J. McCarthy, 01 338 625, AGC
Headquarters Commandant	Maj. Samuel G. Olsen, 01 798 388, Inf

During the final days of October, the new headquarters staff moved into the empty offices of Building 600, the former Headquarters of the VI Corps.³³

The Continental Army Command did not assign a general officer to the school center command until the spring of 1971. Brigadier General George W. McCaffrey was slated to report to Fort Harrison on March 8, 1971. General McCaffrey's orders were altered unexpectedly to reflect a different assignment with the 4th Mechanized Division at Fort Carson, Colorado. The diversion of McCaffrey necessitated the appointment of another "full" colonel as post commander until a general officer was assigned. Colonel Gordon L. Graber, an Infantry Officer, became the last post commander to not hold the rank of general officer when he was designated to replace the departing Colonel James R. Burkhart in March 1971.³⁴



General Ralph Haines, Commander of CONARC and Colonel Gordon L. Graber, Post Commander salutes, during honor ceremony for General Haines, in front of Post Headquarters, Fort Benjamin Harrison, Indiana, 19 April 1971.

← Hines
Soss
on p. 118

The following month Major General Leonard B. Taylor, Director of the Army Budget, was selected to become the first Commanding General of the School Center. General Taylor, a Finance Officer, was no stranger to Fort Harrison having served three previous tours of duty at the Indiana post. Ironically, General Taylor's last assignment to Fort Harrison was in 1963 as Deputy Commander of the Post and Finance Center under General Haneke.

With General Taylor's appointment, the headquarters at Fort Harrison was redesignated to reflect the Commanding General's new responsibilities. Command of the U.S. Army Administrative Schools Center and Fort Harrison, the new title, obligated General Taylor to rate, "for efficiency report purposes," the Commandants of the Finance and Adjutant General Schools. Under the old school center concept, the commandants were rated directly by the CONARC Deputy Chief of Staff for Individual Training. After Taylor assumed command, the lines of control at Fort Harrison remained unchanged until CONARC, the Army's major training command, was reworked by an extensive Army reorganization in 1973.³⁵

Footnotes

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2. Ltr, CG, Fort Benjamin Harrison to CG, Fifth Army; subj: DOD Project 71, Review of Bases and Installations, August 3, 1961.
3. Msg, Chief of Finance to CG, Fort Benjamin Harrison; subj: Defense Department Outlines Civil Defense, Supply Agency Moves, December 5, 1961.
4. Msg, Department of the Army to CG, Fort Benjamin Harrison; subj: Relocation of Activities, December 4, 1961; Ltr, CG, Fort Benjamin Harrison to Chief of Finance; subj: Relocation Planning, December 7, 1961.
5. "OCF is not Coming, VI Corps Still Leaving," *The Harrisonian*, January 19, 1962, p. 1.
6. Hewes, pp. 345-365; "Sec. Stahr's Text on Army Reorganization," Ibid, p. 1.
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10. LOI, CG, CONARC to CG, Fifth Army; subj: Letter of Instructions for Reorganization Matters, June 22, 1962.
11. LOI, CG, CONARC to Commandant, AG School; subj: Designation as Advisors to the Commanding General, U.S. Continental Army Command, June 22, 1962; LOI, CG, CONARC to Commandant, Finance School; subj: Idem.
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15. Memo, DCSPER to OCF, subj: Idem, October 24, 1962.
16. MFR, HQ, OCF; Deputy Chief, Comptroller Division; subj: Idem, November 5, 1962, pp. 1-3.
17. DF, Deputy for Post Opns to Comdt TAGS; subj: Report of ADHOC Group, December 20, 1962.
18. Memo, CG, FBH to Staff; subj: Appointment of ADHOC Group, October 24, 1962.
19. "A Concept for Operations, U.S. Army School Center and Fort Benjamin Harrison, Indiana," Ad Hoc Group, Fort Benjamin Harrison, Indiana; October 30, 1962, pp. 1-4.
20. Ltr, HQ, U.S. CONARC to HQ, Fifth Army; Commandant, AG School; Commandant, Finance School; subj: The U.S. Army School Center, Fort Benjamin Harrison, Indiana (USCONARC Project 38), February 19, 1963.

21. Ltr, MG R. J. Meyer to COL C. C. Coyne, November 6, 1962.
22. Ltr, COL C. C. Coyne to MG R. J. Meyer, November 17, 1962; pp. 1-3; Tab A, p. 2; Tab C, p. 1.
23. Ltr, COL C. C. Coyne to BG W. C. Haneke, December 3, 1962.
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29. Ibid, pp. 4, 9-10.
30. "DOD Redesignates Army Info School for Joint Training," *The Harrisonian*, March 20, 1964, p. 1.
31. "\$6.5 Million In Face-Lifting Now Under Way at Fort Harrison," *Indianapolis Star*, February 21, 1965.
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CHAPTER IX

OPERATION STEADFAST AND THE EVOLUTION OF PERSONNEL SERVICE SUPPORT: FORT BENJAMIN HARRISON: 1973-1982

By the end of the Vietnam conflict in 1972, the demands of "personnel management" had grown as complicated and necessary as any Army program. In fact, the management of Army personnel provided the glue melding the vast system of specialized military functions into one interrelated organization. Army Chief of Staff, General Creighton W. Abrams, observed as much in a 1974 statement:

In the Army, the management of human resources is our single most important function, for the Army is people. Unless we run our people programs well, the Army itself will not be well.¹

Indeed, "people programs" had established themselves as the foundation of the post World War II Army.

One event spelling new importance for personnel management was the expansion of the concept to include special motivational programs designed to sustain the morale of soldiers and their families. As one Army officer pointed out, the personnel function had moved beyond "the traditional activities of personnel actions, administration, and compensation . . . into the area of overall human resource management."² Morale under the expanded concept meant more than paying the soldier on time or assuring the smooth procession of paper work, the traditional duties of the Adjutant General and Finance Corps'. To ensure high morale in the modern Army, military professionals sought to manage every facet of the soldier's life that seemed to have bearing on combat readiness. Among other things, the soldier's career progression, civil rights, family life, health care, personal problems, and "free-time" became subject to the broadening concerns of the personnel manager. While this development affected the mission of the Army's personnel community, it also affected leadership at all levels and from all branches of the service who were asked to become more attuned to the "personnel needs" of those in

their charge. Military professionals were expected to become skilled "managers" as well as effective leaders of the Army's rank and file.

For some like Lieutenant General Bernard W. Rogers, the Army's Deputy Chief of Staff for Personnel, the expanded concept of personnel management presented new challenges for the military professional responsible for maintaining the strength and commitment of a combat ready force. The purpose of the Army's personnel system, stated General Rogers, is

to provide in the right place at the right time the required number of qualified, motivated people to accomplish the Army's mission, and to provide for their maintenance and care as well as that of their dependents.³

In the same address, delivered before a 1974 Congressional appropriations committee, Rogers outlined six central objectives of the personnel system:

1. Maintain a tailored force of active and reserve military personnel and civilians whose manpower structure is based on the force structure and effective personnel management considerations.
2. Attract and retain sufficient quality volunteers to satisfy the Army's ground combat and technical requirements, drawing men and women from all representative groups of the country.
3. Promote a state of professionalism characterized by integrity, competence in military skills, and a corporate dedication imposed by individual self-dedication to the ideals of duty, honor and country.
4. Maintain a standard of leadership and an environment which will instill a high state of morale and discipline; produce a motivated, effective, mission-oriented force; and provide an appropriate living environment for our people.
5. Promote racial awareness and harmony among all members of the Army, ensuring that every soldier and civilian is provided an equal opportunity to rise on his own merit and effort regardless of race, religion, sex or national origin.
6. Earn public respect for the Army, its mission and its people.⁴

For others, the new style managerialism seemed hopelessly foreign to the Army's "real" mission of preparing for combat and winning battles. "It's a product of technology," observed the Vietnam veteran, but the

company commander is no longer involved with the payment of his men or their supplies or the mess hall, and only peripherally involved in tactics and weapons. He's mostly concerned with drugs and race and soldiers' civil rights, personnel problems, "management systems." In the old days, all we worried about were the drunks. It's not a hell of a lot of fun for the company commander now. Heresy to say so, but going by the old book, race or drugs don't have anything to do

with the combat effectiveness of the Army. In theory, they don't have anything to do with taking a hill.⁵

Whatever the consequences, managerialism had replaced discipline and drill as the basis of military cohesion and identity.

The U.S. Army Administration Center, 1973-1980

As the personnel function extended into previously unmanaged areas of military life, the scope and purpose of the program attracted larger measures of attention from Army leadership. When the Continental Army Command assigned a general officer and redesignated the Fort Harrison command the U.S. Army Administrative Schools Center in 1971, there were signs the personnel function was growing in stature. Assuming command of the Finance and Adjutant General Schools was only a short term goal of the new Administrative Schools Center Command. "For the longer range," the CONARC Commander directed a detailed study

to explore the feasibility of establishing a US Army Administrative Center and/or university/school complex at Fort Benjamin Harrison. One part of this study should include an identification of related administrative schools and the feasibility of locating them on a single installation. The other part should deal with the feasibility of centralizing the administrative operating activities of the Army such as but not limited to, the US Army Enlisted Evaluation Center, the US Army Finance Center, and the US Army Enlisted Personnel Support Center (currently Class II activities under three different DA staff agencies). Although these two areas are related, they are properly separate areas of inquiry. The first is of primary interest to CONARC and the second to the DA staff.⁶

As early as 1971, the Army's higher command held intentions of building a kind of "clearing house" for personnel management. Two years later, as part of another major Army reorganization, an agency with special Army-wide proponenty for personnel management was created at Fort Harrison.

When the Army decided to reorganize in 1971, the base objectives of the plan were to improve force readiness, individual training, and the conduct of force development. To accomplish these monumental objectives, the Department of the Army assumed the reorganization would have to embrace seven leading principles:

1. Reduce the Continental Army Command's span of control.
2. Emphasize training, readiness, and contingency planning for deployable forces.
3. Emphasize effective individual training.
4. Integrate doctrine development with Army schooling.
5. Rationalize the combat and force development processes.
6. Simplify the test and experimentation processes.
7. Fulfill area responsibilities in the continental United States.⁷

Secretary of the Army Robert F. Froehlke and Army Chief of Staff General Creighton Abrams, publicized the final plan in January 1973. The reorganization was expected to save the government one billion dollars over a five-year period by improving readiness, training, material and equipment acquisition, management, and support for the soldier "in an era of austere budgets and constrained personnel resources."⁸

The reorganization had a profound impact on the activities at Fort Harrison. The dissolution of the Continental Army Command and the U.S. Army Combat Developments Command ultimately would broaden the scope and increase the stature of the schools center mission. The reorganization split CONARC into two major training commands and eliminated the one command hegemony over military installations in the continental United States. Control of Army bases passed to the major Army command to which they were assigned.⁹

The special study that charted the restructuring of CONARC in 1972-1973 was titled "Operation STEADFAST" by Major General D.R. Pepke, the CONARC Chief of Staff. General Pepke borrowed from the motto of the 4th Infantry Division, "steadfast and loyal," which he had commanded in Southeast Asia.¹⁰

Arising from the shuffle of paper, people, and resources at CONARC Headquarters were two separate training commands: the U.S. Army Training and Doctrine Command (TRADOC) and the U.S. Army Forces Command (FORSCOM). The FORSCOM Commander became charged with all Army "unit training," including the Army Reserves and National Guard. Unit training encompassed the preparation and coordination of the collective Army for combat missions.

The TRADOC Commander, on the other hand, directed the "individual training" programs of all Reserve Officer Training Corps students and Regular, Reserve, and National Guard soldiers. This meant direct supervision of the Army school system that trained soldiers in their respective military occupational specialties, the functional specialties from which Army units were formed. Doctrinal development, the chief responsibility of the old Combat Developments Command, became the other mission assignment of TRADOC. Army leaders hoped that a closer relationship between training and combat developments would simplify the process of integrating new and revised Army doctrine into the classroom.¹¹

During the course of the STEADFAST study, General R. E. Haines, the CONARC Commander, directed the formation of a task force to investigate the feasibility of organizing three mid-level management centers to serve as "focal points" for related combat development activities. General Haines and the STEADFAST planning group recognized the need for these agencies prior to submitting an outline reorganization plan to the Department of the Army in May 1972. Haines and the planning group proposed a logistics center at Fort Lee, Virginia; an administrative center at Fort Harrison, Indiana; and a combined arms center at Fort Leavenworth, Kansas.

The task force completed its preliminary findings in June and submitted its conclusions and recommendations for command decision. The task force report outlined a proposed mission plan for the three centers. The Combined Arms Center would be responsible for the development of operational doctrine, organization, and selected materiel needs for combat and combat service support forces within assigned areas of proponentcy for division through field Army. Also, the Combined Arms Center would conduct resident and non-resident instruction in the exercise of Combined Arms Command and the functions of the general staff in the field. The Logistics Center would perform similar type functions in the area of supply, maintenance, and the movement of forces. The Administrative Center at Fort Harrison would act as the Army's focal point for doctrine and education in the area of personnel, administration, finance, military justice, religious activities, and medical service.

The task force recommendations, though, differed slightly from the original three center concept. The task force approved of the Combined Arms Center and the Logistics Center, but suggested eliminating the administrative center idea. The task force did recommend the former Combat Developments Command's Personnel and Administrative Services Agency be integrated into the Adjutant General and Finance Schools as part of TRADOC's combat developments program. General Haines, though, did not accept the task force reasons for eliminating the administrative center and directed its inclusion in the "detailed plan" of reorganization.¹²

General Haines offered further instruction to "Task Force Atlas" on the establishment of the three Centers in July 1972. The three Centers would have to play strong middle-manager roles to relieve TRADOC Headquarters of some of the Command responsibility for combat developments. Strong middle management was essential given TRADOC's broad span of control over both training and combat developments. However, the Centers should have tasking authority over the schools for "doctrine and developments only."

The CONARC Commander advised that a Lieutenant General and two Major Generals be assigned to supervise the Combined Arms Center, the Combat Doctrine and Development Activity, and the Command General Staff College respectively. Fort Lee, Virginia, should become the base of operations for the Logistics Center, commanded by a senior major general. The Quartermaster School, commanded by a brigadier general, and the LOGEX Planning Group would become tenants of the post. Haines suggested installing a senior major general at the Personnel and Administrative Center at Fort Benjamin Harrison also, since command would include the Adjutant General and Finance Schools and the Personnel and Administrative Doctrine and Development Activity.

Major General J. G. Kalergis, Project Manager for the entire Army reorganization, followed General Haines' guidance with specific directions

of his own in October. Kalergis agreed the centers needed to provide strong focus for the formulation, development, and integration of new concepts, doctrine, and organization, materiel requirements, and functional systems. The centers would not directly command the service schools, but would have tasking authority over schools associated with the respective center's primary functional area of responsibility. Each center would be accountable for consistency in doctrine promulgated throughout the Army and taught in the Army School System.¹³

Although the Ceremony activating the U.S. Army Administration Center and Fort Benjamin Harrison (ADMINCEN) did not occur until June 2, 1973, the structure of the new command organization was announced the preceeding January along with the remaining features of the Department of the Army Reorganization.¹⁴ The U.S. Army Administration Center, formerly the Administrative Schools Center, was to become one of three TRADOC mid-management centers for combat developments. The Personnel and Administration Combat Developments Activity (PACDA) was to assume Army-wide responsibility for coordinating, developing, and integrating changing concepts, doctrine, and organization within the area of personnel management. PACDA was to acquire combat development tasking authority over ADMINCEN associate schools which included in 1973 the Chaplain School, the Women's Army Corps School, the Defense Information School, the Defense Language Institute, the Judge Advocate General School, the Academy of Health Sciences, the Army Element of the Naval School of Music, and the Institute of Administration.

The formerly mentioned U.S. Army Institute of Administration (USAIA) represented a further consolidation of the Adjutant General and Finance Schools at Fort Harrison. The ADMINCEN Commander would also direct the efforts of the Institute which called for a combined management scheme to direct the schools. Under reorganization directives, the Adjutant General and Finance Schools retained separate identities, but the establishment of the Institute represented a pooling of resources and personnel unprecedented since the schools first came to Fort Harrison in the early fifties.

The other leading feature of the Fort Harrison reorganization revolved around the question of post management. With the disestablishment of CONARC, the Fifth Army mission changed substantially. The command to which Fort Harrison deferred authority since the post's reactivation in 1950 relinquished managerial control of Army installations and began command of Army Reserve Units and supervision of National Guard training in a thirteen state area. Major General L. B. Taylor, ADMINCEN Commander, claimed greater post managerial powers under the arrangement since post operations were only one step removed from the Department of the Army.¹⁵

A provisional Fort Harrison command structure followed the January 1973 reorganization announcement. Under the provisional design, Major General Taylor commanded the three principal staff

agencies of ADMINCEN. The Administrative Schools Center, the Adjutant General and Finance Schools and the Center Support Directorate, was assigned to the Administration Center, pending the establishment of the Institute of Administration. Colonel William Gressette retained his former job as Deputy Installation Commander. Colonel Richard P. Koch was appointed Deputy Commander of the School's Center, but retained his other command as Adjutant General School Commandant. The Combat Development Command Personnel and Administration Services Agency was redesignated the Personnel and Administration Combat Developments Activity, but Colonel Lawrence Pence continued in command.¹⁶

The activation ceremony on July 2 heralded a new beginning at Fort Harrison. The U.S. Army Administration Center and its two major staff agencies, the U.S. Army Institute of Administration and the Personnel and Administration Combat Developments Activity, became one of the major subordinate commands of the new U.S. Army Training and Doctrine Command, headquartered at Fort Monroe, Virginia. Those who observed the ceremonies witnessed the display of Fifth Army colors for the last time at Fort Harrison. New post colors were uncased by General Taylor and Post Command Sergeant Major Donald N. Barber and presented to Colonel William C. Gressette, the Deputy Installation Commander. Also, new colors for the Institute were presented by Command Sergeant Major Paul Mentel to Colonel Richard P. Koch, Assistant Commandant. Colonel Lawrence D. Pence, Commander of PACDA, heard the reading of orders activating the "integrating" agency of the new ADMINCEN Command.¹⁷

One of the official signs of changing Army commands is the adoption of a new shoulder sleeve insignia identifying the new unit. The familiar Fifth Army patch disappeared from Fort Harrison after 1973. The shoulder sleeve insignia assigned originally to the Administrative Schools Center was reassigned to ADMINCEN in December 1974. Designed by Lester Miller, a Gates-Lord Hall Library intern, the insignia became a visible symbol of the corporate ties binding the Adjutant General and Finance Schools to one command. The insignia's official description and symbolism, as given by the Army Institute of Heraldry, noted the historic event:

DESCRIPTION

On a blue shield (blue turquoise) 3 inches in height overall surmounting a silver gray torch enflamed golden yellow in base surmounted overall a dark blue (Independence blue) heraldic Heneage-knot all within a 1/8 inch scarlet border.

SYMBOLISM

The torch is used to symbolize scholarship and leadership. The Heneage-knot represents the eight prior training missions of Fort Benjamin Harrison. Silver gray and golden yellow are colors used for the Finance School while blue and scarlet are the colors used for the Adjutant General's Corps.¹⁸



SHOULDER SLEEVE INSIGNIA

U.S. ARMY ADMINISTRATION CENTER, 1973-1980

U.S. ARMY SOLDIER SUPPORT CENTER, 1980-1982

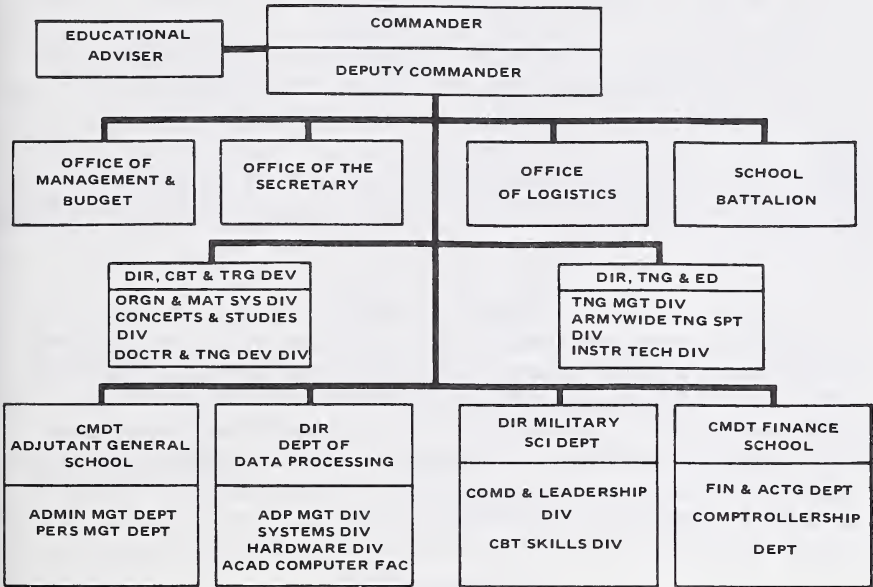
When the Institute of Administration was officially established in July 1973, Colonel Richard Koch became the assistant commandant of the Army's "newest school." As Commanding General of ADMINCEN, General Taylor was recognized as school commandant also. Staff elements of the school consisted of the Educational Advisor, James Sherrill and A. C. Edmiston; the School Secretary, Lieutenant Colonel Ronald R. McMaster; the Budget and Management Officer, Major D. P. King; and the Logistics Officer, Harry Hammer. Lieutenant Colonel D. R. Canaday commanded the six companies of the School Battalion.

The functional agencies were headed by Colonel Robert Bayless, the Deputy Commandant for Combat and Training Developments, and Lieutenant Colonel James R. Ralph, Deputy Commandant for Training and Education. Heading the three academic departments were Colonel Billie L. Oliver, Director of the Adjutant General School; Colonel Latham H. Brown, Director of the Finance School; and Colonel F. C. Clinton, Director of Data Processing.¹⁹

Colonel Richard Koch explained the Institute's "proponent" areas in an article written especially for the first issue of the *Army Administrator*, the new command publication. "Collectively," wrote Colonel Koch, the Institute had mission responsibilities in the areas of

*Personnel Management to include Human Resources Development, Personnel Systems, and Morale and Welfare; Comptrollership to include Budgeting and Programing, Management Analysis, Internal Review; Administrative Management to include Clerical-Stenography and Postal; Finance and Accounting; Automatic Data Processing Operations and Management; Race Relations/Equal Opportunity Staff Officer; Recruiting and Career Counseling; and Safety Management.*²⁰

U. S. ARMY INSTITUTE OF ADMINISTRATION



DECEMBER 1973

By December 1973, the organization of the Institute had been changed to reflect the prescribed TRADOC school model. The organizational structure incorporated three distinctive elements--the academic departments, two mission directorates, and the command staff. The academic departments numbered four with the creation of a separate Military Science Department. School "commandants" had been reappointed to the Adjutant General and Finance Schools. The two mission directorates, Combat and Training Developments and Training and Education, were headed by "directors" rather than deputy com-

mandants. The command staff included an Institute Commander and Deputy Commander rather than Commandant and Assistant Commandant.

Colonel Koch closed his article by citing several leading statistics which revealed the Institute's importance to the Army. The school conducted forty-two different resident courses for nearly 18,000 students in Fiscal Year 1974. Thirty-six correspondence courses offered by the Institute drew a student enrollment of 33,000. Relative to other TRADOC schools, the school ranked first in correspondence school enrollment, fifth in total student enrollment, ninth in terms of resident courses, and sixteenth in the size of staff and faculty (225 officers, four Warrant Officers, 351 enlisted personnel, and 210 civilians were authorized for FY 74).²¹

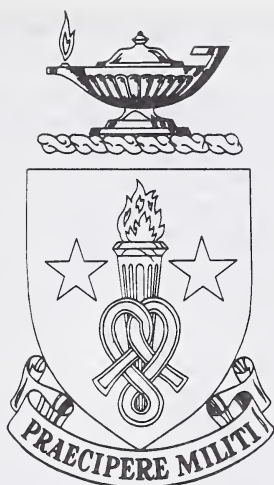
Like its parent organization ADMINCEN, the Institute of Administration required a leading symbol to reflect its Army mission. Sergeant First Class Edward J. Brostrom, an instructor at the Adjutant General School and a heraldry enthusiast, designed the winning unit crest in a contest sponsored by Colonel Koch and the Institute. The winning design incorporated certain parts of the Administration Center shoulder sleeve insignia plus original items symbolic of the union of the Adjutant General and Finance Schools into one educational organization. The Army Institute of Heraldry offered this official explanation of the crest in 1973:

DESCRIPTION

A gold color metal and enamel device 1 1/8 inches in height overall consisting of a green enamel shield bearing at center between two white enamel five-pointed stars a white enamel torch with flame of gold and scarlet enamel and in front of the lower half of the torch a blue enamel heneage knot with small loop in base; below the shield a gold scroll bearing in blue enamel letters the words PRAECIPERE MILITI ("Teaching the Soldier").

SYMBOLISM

The green field represents the green of the countryside where Fort Benjamin Harrison is situated. The silver torch and blue heneage knot are adapted from the shoulder sleeve insignia of the Institute's parent organization, the U.S. Army Administration Center; the torch represents knowledge imparted by the Adjutant General and Finance Schools which comprise the Institute, and the heneage knot, suggesting a figure 8, refers to the eight color missions of Fort Harrison, with gold and silver being the heraldic metals used in the coat of arms of the two schools. The two white stars, symbolic of guidance and leadership, also represent the Adjutant General School and the Finance School which comprise the Institute of Administration.²²

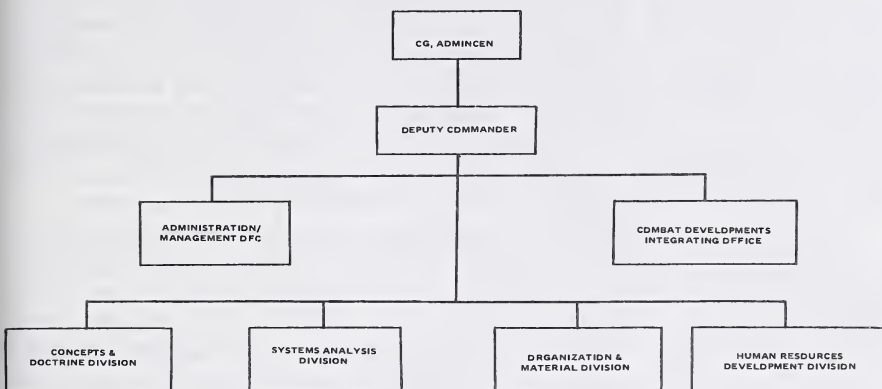


UNIT CREST

U.S. ARMY INSTITUTE OF ADMINISTRATION, 1973-1980 U.S. ARMY INSTITUTE OF PERSONNEL AND RESOURCE MANAGEMENT, 1980-1982

From all indications, ADMINCEN, beginning in July 1973, went through a three year "shake-down" period characterized by occasional internal adjustments aimed at creating a corporate structure that enabled the Commanding General to fulfill the expanding and varied mission objectives of the new command. One month after Colonel Koch published his article in the December 1973 *Army Administrator*, Major General Eugene P. Forrester, General Taylor's successor, realigned the ADMINCEN command structure once again. The objective plan to "streamline" operations directed the formation of a Chief of Staff's Office to coordinate the activities of ADMINCEN's three principal agencies -- PACDA, post operations, and the Institute. The heads of the three agencies were named deputy commander of their respective activities. General Forrester appointed Colonel Koch Chief of Staff and selected Colonel William Andrews to replace him as the Institute Deputy Commander.²³

General Forrester also ordered an exchange of functions between PACDA and the Institute of Administration. The ADMINCEN Commander discovered the Institute's Directorate of Combat and Training Developments duplicated many of the functions assigned to PACDA and PACDA's Training and Education Division duplicated functions performed by the Institute. To remedy the inefficiency, PACDA acquired the combat developments tasking, coordinating, and integrating role for the Adjutant General and Finance Schools and the Department of Data Processing. PACDA also inherited responsibility for publishing the *Army Administrator*. Conversely, the training and development functions of PACDA were absorbed into the Institute's organization. The changes were designed to enable General Forrester to more



The ADMINCEN's Public Affairs Officer, Major John T. Kallunki, observed in February 1976 that since 1973 ADMINCEN had adjusted to "no less than seven reorganizations of one kind or another, three of these since January 1975." The most memorable of the three recent was the total dismemberment of the Adjutant General and Finance Schools in July 1975. The schools were dissolved into four academic departments "in the latest action to enhance the overall efficiency and responsiveness" of ADMINCEN. Equal in rank to the Data Processing Department, the Personnel Administration, Personnel Management, Comptrollership, and Finance and Accounting Departments were the remains of the original schools brought to Fort Harrison in 1951.

The occasion for Major Kallunki's meditations on reorganization was to explain the latest reshuffling of ADMINCEN directed by Major General William L. Mundie, the new ADMINCEN Commander. Unlike the other reorganizations, claimed Kallunki, "this one is unique" since the others made "changes of little significance to the Army in general." This reorganization, stated Kallunki, was viewed by the TRADOC Commander as "a radical restructuring (that) appears to have great probability of achieving your stated objectives."²⁷ The reorganization was dedicated to three objectives:

1. To establish a resource management office to control all tasking and properly account for manpower commitments.
2. To provide balance between and emphasis on combat developments, training developments, and education.
3. To place support functions of combat developments and training under centralized management.

The critical move toward the accomplishment of these objectives was the establishment of the office of Deputy Commander to supervise combat and training developments and education, the primary ADMINCEN missions. The Deputy Commander was to have an integrating staff and

control of the Institute to manage his new office.

The Deputy Commander's integrating staff was assembled around seven different areas which aimed to smooth the interaction among the ADMINCEN staff, the Institute, and the ADMINCEN associate schools. The seven integrating staff sections included (1) Program and Resource Management (2) Evaluation (3) Concepts and Doctrine (4) Organizational Materiel and Evaluation (5) Systems Analysis (6) Training and Education (7) Organizational Effectiveness. The training and education function transferred to the Institute from PACDA in 1974 was returned to the integrating side of ADMINCEN operations.

The Program and Resource Management people provided the focal point for all taskings for ADMINCEN and associate schools and other centers and schools. This section of the integrating staff also made recommendations concerning these tasks after weighing current and future work load and resource requirements. The Evaluation Office served as an independent measure of all combat and training developments for which ADMINCEN had proponentcy. The office measured the effectiveness of ADMINCEN programs through its external and internal evaluations.

The Concepts and Doctrine Division developed and modified guidance which was to direct personnel management, resource management, medical, religious, and legal operations on the battlefield. The Organization, Materiel, and Evaluation Division functioned "to manage, review, and prepare organizational and materiel products."

The Training and Education Division was organized similarly to the Concepts and Doctrine Division, but worked to disseminate into associate schools the training and education required to keep personnel managers abreast of all new developments in the field. The Systems Analysis Division became charged with evaluating the compatibility of proposed administrative systems with the Army in the field. The last section of the integrating staff, the Organizational Effectiveness Development Division, managed ADMINCEN's human resources proponent areas which included leadership, motivation, race relations and equal opportunity, drug and alcohol abuse, and organizational effectiveness development.²⁸

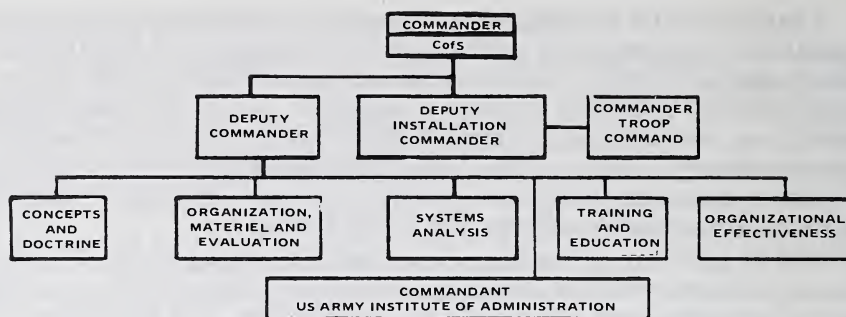
The 1975 reorganization also restructured the Institute of Administration to reflect the "matrix" model of organization. According to Kallunki, the matrix system of management was believed by civilian and military educators and business managers to be "the new wave of the future." The theory behind the matrix method was that it allowed "the greatest possible benefits from available talent through more precise resource management."

Matrix management endowed the school commandant with three "mission-oriented" directorates (managers) and seven "subject-area oriented" departments (coordinators) to fulfill the Institute's educational mission. By providing both coordinators and managers, the model encouraged a two dimensional view of each mission assignment.

The directorates were headed by colonels and staffed with "functional specialists" to manage the mission-related activities of ADMINCEN, namely training design, resident and extension training, and combat developments. To fulfill mission obligations, the directorates relied heavily on "subject-matter experts" drawn from the seven academic departments on a contract basis. Subject-matter experts were assigned to the directorates for short-term projects and were returned to relative academic departments once work was completed.

The Directorate of Training Developments, under the new model, became responsible for determining the content of the curriculum, how it was to be taught, and the standards of evaluation. The Directorate of Resident and Extension Training assumed the task of producing lesson plans, training materials, extension courses, and conducting all resident training. The responsibility for extension training was assigned to the Chief of Staff/Deputy Installation Commander through the Director of Academic Support. The Combat Developments Directorate managed the changes and modifications within the Institute of Administration's five proponent areas and integrated them into the classroom and field environment of Adjutant General and Finance personnel. The final directorate, Evaluation, became the independent evaluator of ADMINCEN proponent activities through the administration of "internal" and "external" evaluation programs. These measured the effectiveness of command programs within the Institute and out in the field where trained personnel performed the jobs for which they had been prepared.

The seven academic departments included Personnel Management, Personnel Systems, Administrative Services, Finance Service, Comptroller, Data Processing, and Military Science. Major General Mundie envisioned each new officer and noncommissioned officer assigned to ADMINCEN beginning their tour of duty in one of the academic departments. After serving as an instructor, General Mundie expected the soldier to be assigned to one of the directorates for special duty. The ADMINCEN Commander believed the new system coordinated and integrated available talent and concentrated it on "providing those who serve the soldier with the best training in the classroom, at home through correspondence and on the job through improved work methods and techniques." "Serving the Soldier" was the task to which ADMINCEN dedicated its efforts.²⁹



DEPARTMENTS ↓ DIRECTORS →	TRAINING DEVELOPMENT	RESIDENT AND EXTENSION TRAINING	COMBAT DEVELOPMENTS	EVALUATION
PERSONNEL MANAGEMENT				
PERSONNEL SYS				
ADMIN SERVICES				
FINANCE SERVICES				
RESOURCE MGT				
DATA PROCESSING				
COMMON MIL SUBJ				

FEBRUARY 1976

Before he left Fort Harrison in 1975, Major General Eugene Forrester examined the new ADMINCEN command created by Operation Steadfast twenty months before. The departing ADMINCEN Commander expressed his view, in an article for the *Army Administrator*, that the “soldier performs his mission most effectively when he is supported by efficient and responsive administrative, personnel, postal, and pay systems.” This was the task which Steadfast assigned the U.S. Army Administration Center: to help the soldier “by improving administrative, personnel, and finance operations.” Demonstrating keen historical insight, General Forrester observed that “as organizations become more complex, the employment and use of people assume increasing significance.” Though he did not say it, Forrester implied that the time had come when the Army needed a full time sponsor and advocate to develop, promote, and sustain soldier support programs. The ADMINCEN reorganization of 1975 was seen as the most promising means of providing this particular type of Army programs. With this adjustment in command operations, ADMINCEN settled into a pattern that remained essentially unaltered until 1980.

The U.S. Army Soldier Support Center, 1980-1982

During the years 1976-1980, the face of the 1975 reorganization remained unchanged except for a few minor adjustments. Two positions were created in 1977 to assist the ADMINCEN Deputy Commander in his duties as head of the Integrating Staff. A Deputy Commander of Operations supervised the Academic departments and dispersed mission assignments and resource allocations within the matrix system of management. A Deputy Commander of Systems was appointed to oversee the integrating functions of ADMINCEN. In 1978 this position was redesignated the Deputy Commander for Integration responsible for integrating ADMINCEN proponent activities and programs both within the command and throughout the remainder of the Army.³¹

Also during this time period, there were signs that ADMINCEN's mission was expanding along with the Army's understanding of personnel management. Toward the end of Major General Benjamin L. Harrison's term as ADMINCEN Commander in 1979, he predicted that the command would grow in the "people doctrine" area. The ADMINCEN concentration on materiel acquisition and weapons systems would be supplemented with more "people oriented research, along with the necessity for building teams and strong organization." General Harrison's successor, Major General Sinclair L. Melner, mentioned similar possibilities when he became ADMINCEN's fifth commander in October 1979. "I see the next year as very exciting for ADMINCEN," stated Melner. "There are some DA and TRADOC initiatives underway to expand the ADMINCEN mission." General Melner explained the probable area of expansion would be in the human dimension area and in teaching "service" to people.³²

Increasing interest in the human dimension was inevitable given the military's emulation of the civilian work order since World War II. In the past, and because it was wholly different from civilian life, the Army was able to shield itself from the "individualistic" premises of the larger society. In order to sustain growth and civilian interest in military careers, the Army was forced to make military life less regimented and "service-oriented" and more flexible and "career-oriented." The basis of the transition was making the Army more appealing to the "self-interest" of prospective soldiers. Various formulas to make the Army as comparably attractive as civilian life were bound to change the texture of the military community.

By the mid 1970's, Army leadership had awakened to the fact that many of the same problems existing in other segments of American life were beginning to surface in the Army and that some attention should be directed toward the "human dimension" in military life and operations. The human dimension, as it became defined at ADMINCEN during this time, encompassed three areas of concern -- the soldier's personal and private life, the impersonal and often inefficient order of Army bureaucracy, and the impact of changing technology on Army organization and combat effectiveness.

All three of these concerns, and the human dimension in general, were aimed at improving organizational and unit cohesion within the Army. Put another way, the human dimension emerged as a result of the need to improve soldier loyalty to his fellows, his work, and to the Army as an organization. The Army had always understood the direct relationship between "soldier services," and individual morale and unit cohesion. However, Army leadership was just beginning to understand that such things as policy, procedure, organizational designs, and soldier demography could have a dramatic effect on soldier morale, unit cohesion, and combat efficiency. In the period after 1976, ADMINCEN began moving beyond the traditional Adjutant General and Finance Corps services and into those areas of development which affected the loyalty and commitment of the soldier to the organization to which he belonged.

One of the programs to emerge from the 1970's was a revitalized Army Community Services (ACS) Program. The Chief of Staff of the Army ordered a special investigation of the agency to determine its ability to meet several of the new challenges faced by the Army of the 1970's. The investigation concluded the ACS could be a "valuable tool" in addressing the needs of a changing Army if the program received command attention and was restructured to deal with current problems. The program eventually was expanded to address such concerns as drug and alcohol abuse, marital problems, child abuse, and various forms of discrimination. ACS also encompassed "positive support" programs which included, among other things, community life programs and nursery and pre-school experiences for dependent children.

Because of the program's growth, ADMINCEN inherited from the Academy of Health Sciences in October 1977 the responsibility for developing and instructing the Army Community Service Course. The course familiarized ACS military and civilian employees with program planning, administration, management, and the delivery of agency services to needy individuals and families. Moreover, the course underscored the notion that "the Army takes care of its own" and that the ACS Program was the primary agency for doing so.³³

In 1978 the Army Chief of Staff continued his campaign "to institutionalize the broader concept of military personnel management." General Edward C. Meyer requested a major study "to examine the total spectrum of the military personnel management system." One of the recommendations of the Military Personnel Management Study Group resulted in the formation of the U.S. Army Institute of Personnel at Fort Harrison under the supervision of the ADMINCEN Commander. The Institute of Personnel's mission was "to serve as the focal point for Army-wide combat developments, training developments, and the conduct of training in the human dimension elements of military personnel management." Colonel David Pemberton was appointed Commandant of the Institute and Lieutenant Colonels Gerald Kroll, Dale E. Sherrod, and Raymond C. Hartjen became the Executive Officer, Chief of Training Development, and Chief of Combat Developments respectively.

The principle activities of the Institute were the development of the Battalion S1/Administrative Officer Course, the Primary Leadership Course, Military Personnel Management Study, and Combat Developments. To form the combat developments wing, the Human Resources Division of ADMINCEN's Combat Development Directorate was transferred to the Institute. ADMINCEN officials envisioned the transfer of other human dimension activities to the Institute of Personnel at a later date.³⁴

A leading example of the work performed by the Institute of Personnel was the development and instruction of the Personnel Management Staff Officer Course. Another of the personnel management study's conclusions was that battalion S1s (personnel management staff officers) were ill prepared for their work and needed special training to perform effectively. The study group's claim rested on the assumption that commanders needed a personnel management staff officer "capable of providing an accurate Estimate of the Human Situation (EHS)."

The EHS became the management model around which the seven week S1 Course was built. The EHS model stressed the evaluation of unit strength, quality of life, and other personnel, and how these three factors influenced mission accomplishment, organizational climate, commitment, and unit cohesiveness. The Institute graduated its first S1 officers December 15, 1979. During the first cycle of the S1 Course, Major Gilbert L. Holmes of the Institute staff expressed his high hopes for the new course. The S1 Course, asserted Major Holmes, was the first step "towards revitalizing the military personnel management system," and if the Army persisted in its effort "to institutionalize the broader concept of personnel management," we could expect increased productivity and unit effectiveness.³⁵

The more ADMINCEN adopted new developmental responsibilities not assigned to it in 1973, the more inaccurate the term "administration" became to describe command activities. The term seemed too narrow on the one hand and misleading on the other. This event, by itself, did not prompt the reorganization in 1980, but it did play a prominent role in reestablishing ADMINCEN as the U.S. Army Soldier Support Center on July 1, 1980.

An earlier draft of the reorganization plan referred to the new command as the Soldier Management Center, but by March 1980 officials had decided on the Soldier Support concept.³⁶ With the growing involvement in the human dimension area, "management," as a command concept, seemed unsuited to describe the combined activities at Fort Harrison. Major General Melner, speaking from the new command publication, the *Soldier Support Journal*, explained the Soldier Support Center (SSC) had become the "Army's agent" for developing human dimension concepts and doctrine which identified and reinforced "the factors of leadership and training that build confidence, overcome the natural fear and stress, encourage personal innovation, and cultivate unit

cohesion.” “People-oriented programs,” continued Melner, are necessary today to sustain soldier commitment on the modern battlefield:

History has repeatedly shown that Soldiers routinely accomplish the impossible, and are the key to success on the battlefield. Sustained continuous operations in a highly lethal environment on any future battlefield will demand firm resolve by all Soldiers and a level of team work and mutual support for surpassing that of previous battles. The increasingly sophisticated relationship between Soldiers and weapons will also demand a greater skill, will, and commitment by our Soldiers, crews, and teams.²⁷

Whatever the final reasons for choosing the concept “soldier support,” General Melner seemed intuitively aware that success on the modern battlefield required more than the principles and procedures of good management.

The 1980 ADMINCEN Reorganization Concept Plan embraced six principle objectives which stood to expand the command mission, align the command structure similar to other Army service school complexes, and improve the efficiency of command management. The following is an edited listing of the six objectives:

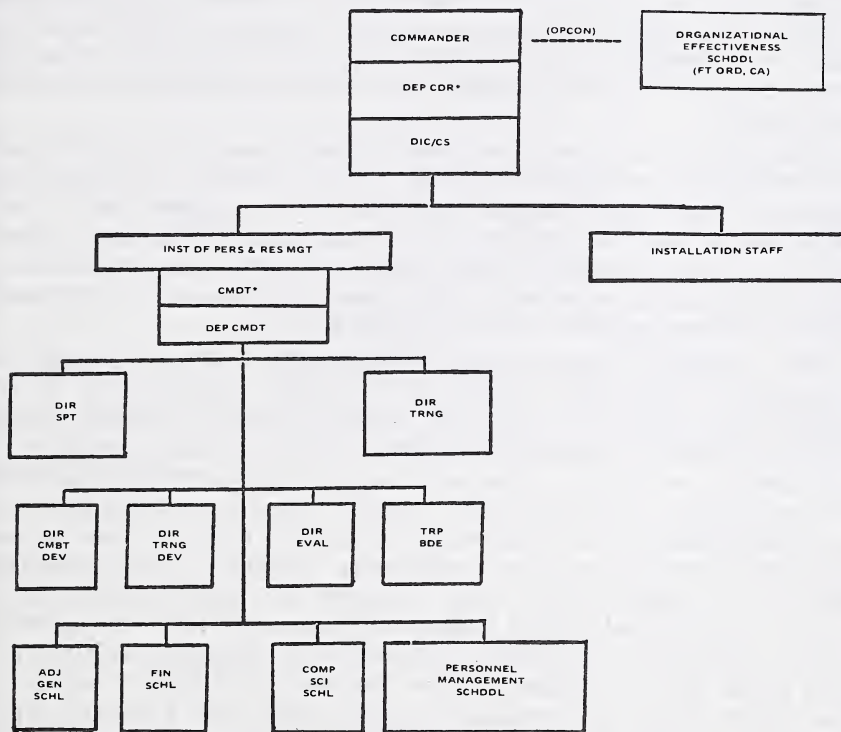
1. Achieve organizational efficiencies and operational improvements within current manpower authorizations.
2. Reestablish branch schools for the Adjutant General Corps and the Finance Corps.
3. Absorb personnel management activities into the new Institute of Personnel and Resource Management (the old Institute of Administration).
4. Eliminate the Matrix organization of management and create a command structure similar to other Army schools and centers.
5. Place the Organizational Effectiveness School, Fort Ord, California, under the operational control of the Commander, U.S. Army Soldier Support Center.
6. Create an organization structure capable of adopting personnel doctrine functions assigned by the Department of the Army.³⁸

Within the command group, the reorganization eliminated the offices of the Deputy Commander for Operations and Integration and established a Soldier Support Center Deputy Commander to supervise combat and training development and education. The SSC Deputy Commander would also become the school commandant to directly affect the operations under his control. A new Office of the Deputy Commandant would manage the day-to-day activities of the school. The Chief of Staff/Deputy Installation Commander was to supervise, as was the case under the old arrangement, all base operations.

The major thrust of the reorganization centered on the abolishment of the Matrix System and the founding of the U.S. Army Institute of Personnel and Resource Management (USAIPRM). USAIPRM stood as a consolidation of the old Institutes of Administration and Personnel

and was composed of five directorates and four separately identified "schools." The five directorates owing allegiance to USAIPRM were Support, Training, Training and Developments, Combat Developments, and Evaluation. The Adjutant General and Finance Schools were reestablished as "homes" for their respective branches while the Computer Science Department became a school in its own right, the center of computer expertise for the Army. Personnel Management, the fourth school, represented a joining of the former Institute of Personnel, the Recruiting and Retention Department, and the Personnel Management and Effectiveness Department. Colonel Frederick R. Pole became the first Soldier Support Center Deputy Commander and Commandant of USAIPRM. Colonel Pole's retirement in August 1980, shortly after the establishment of the new command, led to the appointment of Colonel Robert N. Waggener as General Melner's principle deputy at Fort Harrison.³⁹

U. S. ARMY SOLDIER SUPPORT CENTER*



*FROM REORGANIZATION CONCEPT PAPER, MARCH 11, 1980

The Organizational Effectiveness School never became affiliated with the Soldier Support Center. Plans to bring the Fort Ord School under the wing of the SSC Commander faltered when the Comptroller of the Army objected to the proposal. The Comptroller claimed that organizational effectiveness more closely related to certain financial management functions already under his control. General Melner countered this claim with one of his own. Organizational effectiveness, argued Melner, was strictly "people doctrine" appropriately grouped with other human dimension programs assigned to the Soldier Support Center. The dispute eventually came before the Army Chief of Staff. General Meyer avoided further entanglement in the controversy by assigning operational control of the school to the Combined Arms Center at Fort Leavenworth.⁴⁰

The reach of the SSC Commander extended to Alexandria, Virginia, in August 1980, when two major personnel functions, formerly belonging to the U.S. Army Military Personnel Center, transferred to the Soldier Support Center. The agency, headed by Colonel Frank Bettinger, became known as the Soldier Support Center - National Capital Region charged with operating manpower related programs which keyed on efforts to modernize the Army in the 1980's. Colonel Bettinger was also given the rank of Deputy Commander, responsible directly to the SSC Commander.

"Force Modernization" described the collection of programs which would result in a remodeled Army for 1990 and beyond. New doctrine, equipment, and force designs were due to be integrated into Army operations in the coming years. An estimated 600 pieces of new equipment were scheduled to become a part of the Army's inventory, and, by themselves, promised to alter substantially the way the Army prepared for war and the means to conduct it.

The National Capital Region became the SSC proponent for managing the personnel dimension of force modernization. Every change in doctrine, force structure, and equipment invariably would provoke corresponding changes within the Army's personnel community. Most obvious personnel changes were caused by the adoption of new and the obsolescence of old equipment. People trained on the old equipment needed sifting out and retrained while the new equipment stimulated new and different training programs altogether. Changes in equipment also influenced the number and kind of people the Army would seek to reenlist. The National Capital Region was created to help Army planners become "less reactive and more projective" when weighing the personnel issues raised by force modernization. "Manning the force," defined as attracting, training, and retaining the right number and kinds of people, became "the soldier support dimension of force modernization."⁴¹ Perhaps Major General Daniel W. French, successor to General Melner, found the proper metaphor when he compared the National Capital Region mission to "glue" which pulled the new equipment, organization, and doctrine together, providing "properly trained soldiers in the right place at the right time."⁴²

Two mutually dependent directorates exercised the National Capital Region mission originally--the Personnel Resource Analysis Directorate (PRAD) and the Military Occupational Development Directorate (MODD). PRAD became the Army's agent for analyzing the personnel issues raised by changes in equipment, doctrine, and force structure. PRAD was to distribute the information throughout the Army to needy planning agencies requiring accurate personnel forecasts to chart future mission activities. MODD's special assignment was tracing the impact of force modernization on the wide array of occupational specialties within the Army. As the Army modernized, training programs and career progression schedules for various occupational specialties were affected. MODD monitored potential convulsions within Army career fields in order to minimize the impact of rapid change on force readiness and personnel management programs.⁴³

In June 1981, the Soldier Development Task Force was formed at Fort Harrison. The task force eventually achieved directorate status and was assigned to the National Capital Region in early 1982. The Soldier Development Directorate (SDD) was forged so that the "soldier dimension" of force modernization could be properly cared for. Reviewing the "soldier dimension" became a two-fold task. First, SDD was to assess the impact of new equipment, namely weapons systems, on the ability of the Army to locate and train people to operate it. This analysis differed from PRAD's in that it supplied qualitative rather than quantitative information on personnel issues associated with force modernization. While PRAD was capable of predicting the number and kind of people needed, only SDD could provide forecasts on whether these people would be available to the Army in the future. General French identified the second area of the SDD mission when he stated the directorate was "charged with developing methods and procedures to maximize soldier performance on the battlefield." This facet of the SDD mission applied the methods of social science research to increase soldier commitment and ability as members of a combat ready team. If anything, the Soldier Development Directorate focused on the "human dimension" of force modernization.⁴⁴



LTG William R. Richardson stands between departing MG Sinclair L. Melner and MG Daniel W. French at the SSC Change of Command Ceremony, June 24, 1981.

Under the direction of General French, the Soldier Support Center projected a slightly different look by the conclusion of 1982. The proposed dual mission of the SSC Deputy Commander was reduced to training and combat developments only with the appointment of a USAIPRM Commandant to supervise the daily regimen of "schoolhouse" operations. Colonel Lawrence N. Brockway replaced Colonel Grace L. Roberts and became the first USAIPRM Commandant in June 1980. He was serving in this capacity at year's end in 1982. The Institute of Personnel and Resource Management added an additional school to its roster in 1982 with the establishment of the Soldier Physical Fitness Center at Fort Harrison to compliment the SSC's propensity for an Army-wide physical fitness program.

Conclusion

The most formidable task of the historian is interpreting meaning from the events he chooses to report. Some readers, to be sure, will be satisfied with knowing dates, names, and places central to the history of Fort Benjamin Harrison. However, there are others who may wonder what the history of a small Indiana military post tells us about the Army and how that relates to the kind of world we live in today. The next few paragraphs are an attempt to provide this meaning.

During the Fort's early history, 1903-1950, Fort Benjamin Harrison was a microcosm of the Army itself. Most of the activities and functions of military life could be witnessed on one military installation and Fort Harrison was no exception. The infantry regiment, for which Fort Harrison was built, comprised the essential unit of the pre-World War II Army. The soldier's development was nurtured from beginning to end in the context of regimental life which disappeared with the end of the war in 1945. The history of the 10th, 23rd, and 11th Infantry Regiments at Fort Harrison is testimony to this era of Army professionalism.

The picture of Army life after World War II was not so simple. As the Army became larger and more technically sophisticated and specialized in its operation, the interested observer had to travel the entire continent and much of Europe and Asia to get the full view of military life. Entire military installations became devoted to only certain facets of the Army mission.

Established as separate branches of the Army in 1950, the Adjutant General and Finance Corps' found increasing difficulty in maintaining separate identities after the two schools were brought to Fort Harrison in 1951. The history and mission of the two Corps became closely intertwined. The smallness of both Corps co-located on the same installation and in the same building, and the fact they were both from the "business" side of the Army, made them vulnerable to the wider view that they were of the same mold.

In 1963 when control of Army training and education became vested in one Command, the independent status of the two branches bordered an extinction. Through a series of organizational changes between 1963

and 1980 the institutional history of the Adjutant General and Finance soldier became one and the same. The establishment of ADMINCEN in 1973 and the Soldier Support Center in 1980 institutionalized the concept of personnel service support which gathered in all Adjutant General and Finance functions under one command roof. Adjutant General and Finance functions formed the nucleus of a major specialty command responsible for Army personnel service support.

Over the door of the U.S. Army Institute of Personnel and Resource Management the slogan "The Army We Support is in the Field" reminds the entering soldier and student of the purpose for which he is being prepared. Serving other soldiers has assumed greater importance in today's Army. By 1982, the combined activities of the Soldier Support Center manufactured as General Daniel W. French suggested, the institutional "glue" giving shape and purpose to Army life.

Devotion to duty, which was so instrumental in attracting earlier generations of youth into the Army, has virtually disappeared from the list of motives bringing people to the Army in 1982. The professional soldier of today is driven by career incentives similar to those of other non-military occupations. In this context, the soldier who serves his fellows performs, in addition to his combat role, the critical function of sustaining high levels of satisfaction in military careers. The bureaucratic policies, processes, and procedures that support the soldier throughout his career are the materials used to build confidence in the system regulating his professional life. For this reason, the Soldier Support Center role in maintaining a healthy peacetime Army may be just as important as the role of personnel service support on the battlefield. Quality service and programs which lessen the friction between the soldier and the larger impersonal organization and build cohesion are absolutely essential to strengthening individual commitment to the Army and the nation it defends.

Together with the traditional functions of the Adjutant General and Finance Corps', the human dimension programs and the cohesion studies carried on by the National Capital Region make the resident Command at Fort Benjamin Harrison one of the most unique if not important for the Army of the 1980's. The Army has changed immeasurably in the eighty years since Russell Harrison began his ambitious endeavor to establish a military reservation in Indianapolis. Given Russell Harrison's sense of dedication and duty in his time, we can assume his satisfaction and pride in the work being performed at Fort Benjamin Harrison in ours.



Headquarters building, the U.S. Army Soldier Support Center

Footnotes

1. Quoted in "Looking After the Future of Personnel," MAJ William L. Heiberg, *Army Administrator*; June, 1974, p. 13.
2. MAJ Stephen D. Clement, "The Expanding Personnel Function," *Ibid*; February, 1976, p. 24.
3. "Looking After the Future of Personnel," p. 13.
4. *Ibid*, p. 15.
5. Ward Just, "West Point Rendez-vous: Notes on the Vietnam Class," *The Atlantic Monthly*, 1974; quoted on the back cover of the *Army Administrator*; February, 1975.
6. Msg. HQ CONARC to Assist Chief of Staff for Force Development; subj: Redesignation of U.S. Army Garrison, Fort Benjamin Harrison, Indiana; January 22, 1971.
7. Jean R. Moenk, *Operation Steadfast Historical Summary: A History of the Reorganization of the U.S. Continental Army Command, 1972-1973*; Historical Office, U.S. Army Forces Command, Fort McPherson, Georgia; Historical Office, U.S. Army Training and Doctrine Command, 1974, p. 35.
8. "Army Begins Major Reorganization Within CONUS," *Harrison Post*, January 12, 1973, p. 1.
9. *Ibid*.
10. Moenk, *Operation Steadfast*, p. 39.
11. "Army Begins Major Reorganization . . ."
12. Moenk, *Operation Steadfast*, pp. 160-162.
13. *Ibid*, pp. 162-163, 45.
14. Although use of the abbreviation ADMINCEN was not approved until February 1974, the term is used here to speed writing and simplify prose. See Msg, DAAG-AMP to CG, ADMINCEN; subj: AR 310-50, Authorized Abbreviations and Brevity Codes, February 27, 1974.
15. "Army Begins Major Reorganization. . ."; "The Army's Newest Service School", *The Army Administrator*, December 1973, p.5.
16. "Army Reorganization Changes Post Set-Up," *The Harrison Post*, March 9, 1973, p. 1.
17. "Ceremony Marks Post Reorganization," *The Harrison Post*, July 6, 1973, pp. 1-2.
18. "Fort Harrison Authorized New Shoulder Insignia," *The Harrison Post*, February 6, 1973, p. 1; Ltr, DAAG-HDA to Cdr, ADMINCEN; subj: Distinctive Insignia and Shoulder Sleeve Insignia for the U.S. Army Administration Center; December 10, 1974.
19. "USAIA, Something New in Army School System," *The Harrison Post*, July 13, 1973, p. 1.
20. "The Army's Newest Service School," p. 6.
21. *Ibid*, pp. 6-7.

22. "Combined Schools Choose New Crest," *The Harrison Post*, July 13, 1973, pp. 1, 4; Ltr, DAAG-HDA to Cdt, USAIA; subj: Distinctive Insignia for the U.S. Army Institute of Administration, July 23, 1973.
23. "Chief of Staff Heads Realignment Announcement by CG," *The Harrison Post*, January 11, 1974, p. 1; USAPACDA Briefing, June 1974, p. 3.
24. USAPACDA Briefing, pp. 2-3.
25. Ibid, p. 4, Figure 3.
26. Ibid, pp. 1-2.
27. MAJ John T. Kallunki, "The ADMINCEN Reorganization," *Army February 1976*, p. 26; "AG and Finance Schools Merge," *The Harrison Post*, July 11, 1975, p. 3.
28. Kallunki, pp. 27-28.
29. Ibid, pp. 28-30.
30. Major General Eugene Forrester, "In Service to the Soldier," *Army Administrator*, February 1975, pp. 29-32.
31. U.S. Army Administration Historical Summary, FY 1976, p. 10; Ibid, FY 1977, pp. 2, 4-5; Ibid, FY 1978, pp. 11-12.
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33. CPT Richard F. Stagliano, "Child Advocacy," *Army Administrator*, May/June 1980, pp. 2-3.
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35. Holmes, pp. 28-29.
36. Reorganization Concept Plan; U.S. Army Administration Center, Fort Benjamin Harrison, Indiana; January 4, 1980; Idem, March 11, 1980.
37. Major General Sinclair L. Melner, "View from the Top," *Soldier Support Journal*, January/February 1981, p. 2.
38. Reorganization Concept Plan, January 4, 1980, p. 1.
39. Ibid, pp. 1-3; U.S. Army Soldier Support Center Historical Summary, 1980; Fort Benjamin Harrison, IN; p. 10.
40. Phoncon, Colonel R. N. Waggener; former Deputy Commander, SSC, June 1, 1984.
41. Historical Summary, 1980, p. 10; "Force Modernization, the Soldier Support Dimension," *Soldier Support Journal*, March/April 1981, p. 12.
42. Major General Daniel W. French, "View from the Top," *Soldier Support Journal*, November/December 1981, p. 2.

43. "Force Modernization, the Soldier Support Dimension," Major M. DeVera, USASSC-NCR Annual Historical Summary, 1981-1982; Alexandria, VA, pp. 6-15, pp. 16-24.
44. Organization and Functions, U.S. Army Soldier Support Center, Fort Benjamin Harrison, IN, July 1, 1982, p. 22-1-3; French, "View from the Top."

APPENDIX A

COMMANDERS FORT BENJAMIN HARRISON, 1903-1982

10th Infantry	Colonel Henry A. Greene	1908-1912
23rd Infantry	Colonel Edwin F. Glenn	1912-1913
	Post Inactive	1913-1917
1st and 2nd Officer Training Camp, WW I	Colonel Edwin F. Glenn	1917
Engineer Training Camp, WW I	Colonel W. P. Ladue	1918
General Hospital 25, WW I	Colonel R. S. Thomas	1918-1919
Fifth Corps and Fort Harrison	Brigadier General George W. Read	1920-1922
11th Infantry	Brigadier General Dwight E. Aultman	1922-1927
11th Infantry	Colonel Cromwell Stacey	1927
11th Infantry	Brigadier General George H. Jamerson	1927-1933
11th Infantry	Brigadier General William K. Naylor	1933-1938
11th Infantry	Brigadier General Dana T. Merrill	1938-1940
Fifth Division and Fort Harrison	Brigadier General Joseph M. Cummins	1940
Reception and Induction Center, Billings General Hospital, Finance School, Chaplains School, and School for Bakers and Cooks	Colonel Walter S. Drysdale	1940-1943
Reception and Induction Center, Billings General Hospital, Finance School, Chaplains School, and School for Bakers and Cooks	Colonel James M. Churchill	1943
Reception and Induction Center, Billings General Hospital, Finance School, Finance Training Center, and Midwestern Disciplinary Barracks	Colonel Henry E. Tisdale	1943-1945

Midwestern Disciplinary Barracks, Finance School, Billings General Hospital, and Finance Training Center	Colonel E. L. Strohbehn	1945-1946
Midwestern Disciplinary Barracks	Brigadier General Clifford Bluemel	1946-1947
Indiana Military District, Fort Harrison	Colonel Peter A. Bullard	1947-1948
Tenth Air Force and Benjamin Harrison Air Force Base	Colonel Lotha A. Smith	1948-1949
Post Operations	Colonel Erwin P. Beyer	1950-1953
Post Operations	Colonel Robert G. Smith, Jr.	1953-1957
Post Operations and Army Finance Center	Major General Emmett J. Bean	1957
Post Operations and Army Finance Center	Brigadier General Paul A. Mayo	1957-1958
Post Operations and Army Finance Center	Brigadier General Frederick J. Kendall	1958-1961
Post Operations and Army Finance Center	Brigadier General William C. Haneke	1961-1963
School Center and Post Headquarters	Colonel George P. Hill	1963-1965
School Center and Post Headquarters	Colonel Frank H. Stone	1965-1966
School Center and Post Headquarters	Colonel Bernard B. Beck	1966-1968
U.S. Army Garrison, Fort Benjamin Harrison	Colonel James R. Burkhart	1968-1971
U.S. Army Garrison, Fort Benjamin Harrison	Colonel Gordon L. Graber	1971
U.S. Army Administrative Schools Center	Major General Leonard B. Taylor	1971-1973
U.S. Army Administration Center	Major General Eugene P. Forrester	1973-1975
U.S. Army Administration Center	Major General William L. Mundie	1975-1978
U.S. Army Administration Center	Major General Benjamin L. Harrison	1978-1979
U.S. Army Administration Center, U.S. Army Soldier Support Center	Major General Sinclair L. Melner	1979-1981
U.S. Army Soldier Support Center	Major General Daniel W. French	1981-

FORT BENJAMIN HARRISON COMMANDERS 1903-1982*



COL Henry A. Green
1908-1912



COL Edwin F. Glenn
1912-1913
1917



COL Edwin A. Root
1917-1918



BG George W. Read
1920-1922

*Photographs of Colonel W. P. Ladue and Colonel R. S. Thomas were not available.

FORT BENJAMIN HARRISON COMMANDERS 1903-1982



BG Dwight E. Aultman
1922-1927



COL Cromwell Stacey
1927



BG George H. Jamerson
1927-1933



BG William K. Naylor
1933-1938

FORT BENJAMIN HARRISON COMMANDERS 1903-1982



BG Dana T. Merrill
1938-1940



BG Joseph M. Cummins
1940



COL Walter S. Drysdale
1940-1943



COL James M. Churchill
1943

FORT BENJAMIN HARRISON COMMANDERS 1903-1982



COL Henry E. Tisdale
1943-1945



COL E. L. Strohbehn
1945-1946



BG Clifford Bluemel
1946-1948



COL Peter A. Bullard
1947-1948

FORT BENJAMIN HARRISON COMMANDERS 1903-1982



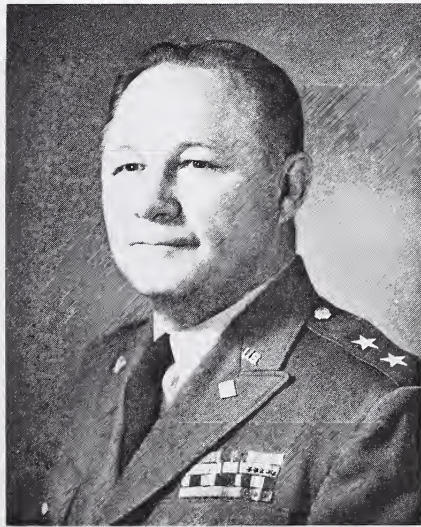
COL Erwin P. Beyer
1950-1953



COL Robert G. Smith, Jr.
1953-1957



MG Emmett J. Bean
1957



MG Paul A. Mayo
1957-1958

FORT BENJAMIN HARRISON COMMANDERS 1903-1982



BG Frederick J. Kendall
1958-1961



BG William C. Haneke
1961-1963



COL George P. Hill
1963-1965



COL Frank H. Stone
1965-1966

FORT BENJAMIN HARRISON COMMANDERS 1903-1982



COL Bernard B. Beck
1966-1968



COL James R. Burkhart
1968-1971

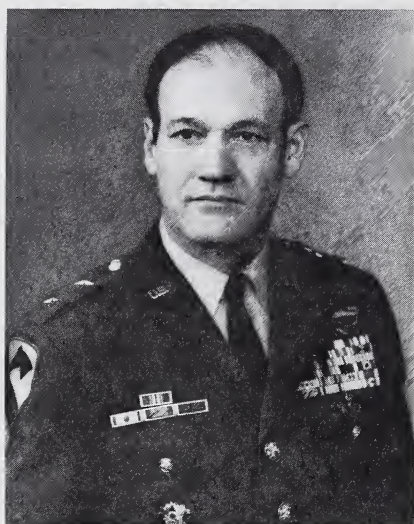


COL Gordon L. Graber
1971

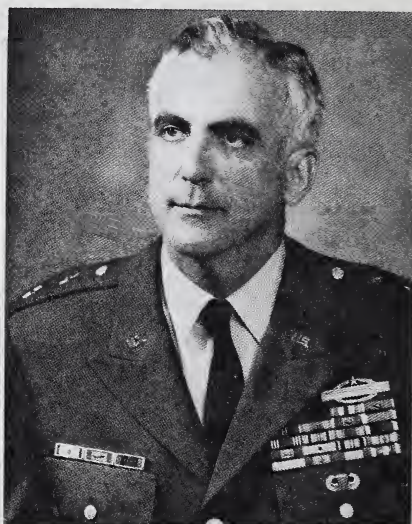


MG Leonard B. Taylor
1971-1973

FORT BENJAMIN HARRISON COMMANDERS 1903-1982



MG Eugene P. Forrester
1973-1975



MG William L. Mundie
1975-1978



MG Benjamin L. Harrison
1978-1979



MG Sinclair L. Melner
1979-1981

FORT BENJAMIN HARRISON COMMANDERS 1903-1982



**MG Daniel W. French
1981-**

APPENDIX B

U.S. Army Finance School Commandants/Directors 1920-1983

Commandants	Dates
LTC S. S. Ross	1920-22
MAJ F. E. Parker	1923-27
MAJ O. W. Gralund	1927-31
MAJ Carl Halla	1931-34
MAJ A. J. Perry	1934-38
COL A. O. Walsh	1938-42
COL C. P. Haycock	1942 (June-August)
COL E. J. Bean	1942-44
COL L. N. Smith	1944-47
COL H. B. Turner	1947-49
BG E. J. Bean	1949-52
COL J. C. Lackas	1952 (March-July)
COL F. G. Fraser	1952-53
COL F. J. Stagliano	1953-56
COL W. E. Sievers	1956-59
COL A. C. Small	1959-62
COL F. A. Chamblin	1962-64
COL C. A. McIntosh	1964-66
COL J. R. Duffy	1966-67
COL H. E. Blomgren	1967-71
COL E. D. Taber	1971-72
COL J. J. Butler	1972-73
Directors	Dates
COL L. H. Brown	1973-74
COL J. R. Bain	1974-75
COL T. V. Cooper	1980-83
COL D. J. Barlow	1983-

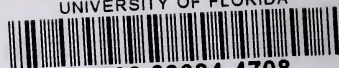
APPENDIX C

U.S. Army Adjutant General School Commandants/Directors 1943-1983

Commandants	Dates
BG H. C. Holdridge	1943
COL L. B. Clapham	1943-47
COL H. F. Scherer	1947-50
COL L. S. Smith	1950-54
COL L. W. Stanley	1954-55
COL E. W. Bosgieter	1955-59
COL K. G. Wickham	1959-61
COL A. L. Ransome	1961-63
COL R. G. Platt	1963-65
COL N. H. Hixson	1965-69
COL J. T. Pink	1969-71
COL R. P. Koch	1971-73
Directors	Dates
COL B. C. Oliver	1973-74
COL P. A. Serrin II	1980-81
COL W. E. Duey	1981-82
COL Louis Rose	1982-83
COL L. N. Brockway	1983

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